

**BUSINESS**

OCTOBER 1961 3/6

*Where does the executive's time go?*

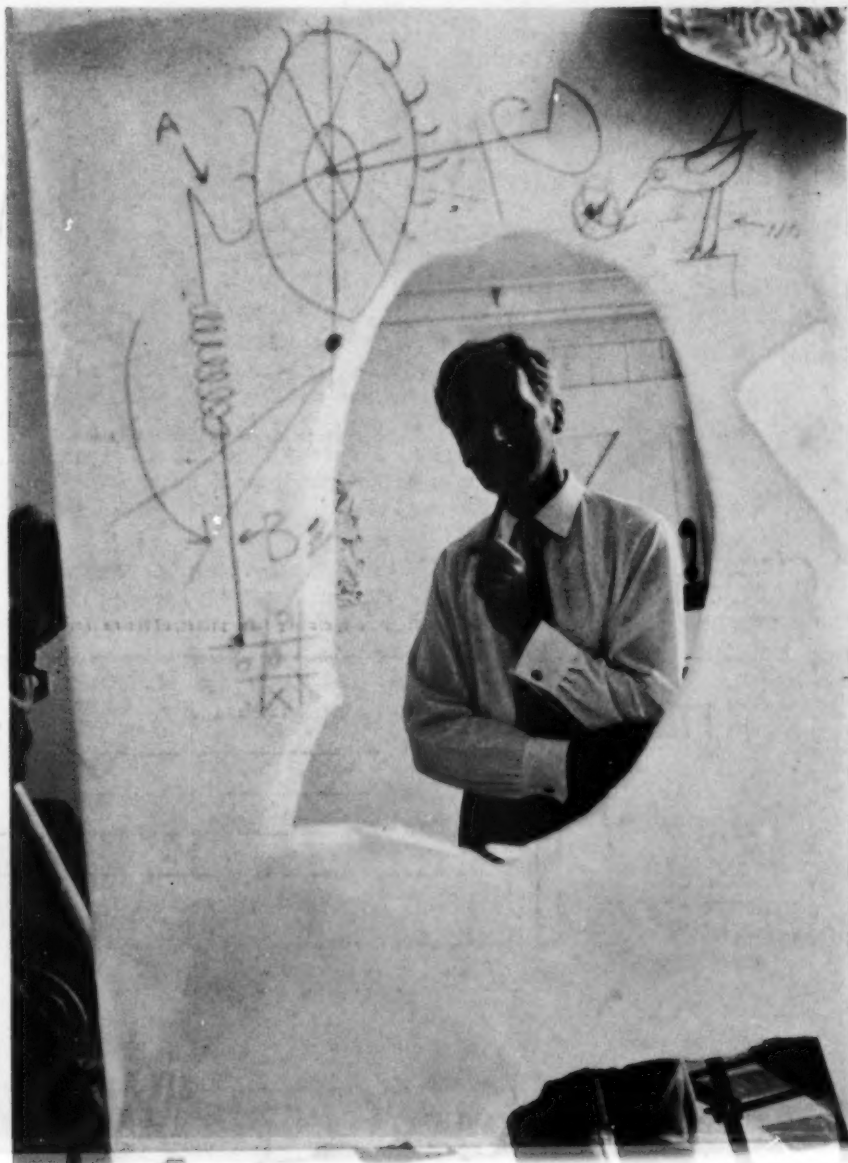
*What we can expect of public relations*

*Fresh thinking on management*

*Obtaining plant on lease—or H.P.*

# BUSINESS

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# BUSINESS

JOURNAL FOR MANAGEMENT

October, 1961

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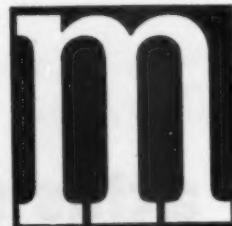
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**BUSINESS**



# *Industry underwrites the future*

Capital expenditure by the manufacturing industries is rising at a very encouraging rate. In the second quarter of this year it was 10 per cent up on the first quarter at seasonally adjusted prices, and all the signs indicate that the trend has continued since. The bulk of the new investment was in the form of plant and machinery, and was 32 per cent higher than in the similar period last year. The relative rise in expenditure on industrial buildings was even steeper, however. The distributive and service trades experienced a fall in new investment of about 1½ per cent, which was mainly the result of lower spending by the shipping industry. Expenditure by other sectors of this group may well have reversed this trend in the current period.

## *Better news from exports*

‣ Overall industrial production remains sluggish, but export orders are beginning to show an upward trend. There are signs that we can expect more of the economy's slack to be taken up in this direction.

‣ The slow but steady rate of improvement in our overseas trading position, apparent over the last few months, is being well maintained.

‣ But pressure on our gold reserves remains high, and the Government has had to resort to emergency borrowing to maintain the strength of sterling.

‣ The demand for labour has begun to ease slightly.

‣ Building order books remain long, and there has been only a marginal fall in the rate of new orders.

‣ The machine tool industry is especially healthy, with lengthening order books and a substantially rising export demand.

‣ The supply of new houses is still being outpaced by demand, and prices are rising sharply.

‣ Retail sales have fallen off slightly, but there are no signs of a major reduction in consumer spending.

‣ The future of the Government's policy of wage restraint is precarious.

‣ The total volume of bank credit is falling in response to Government restrictions.

‣ Raw material prices give no indication of departing from their long-found stability. The recent improvement in our terms of trade is being maintained.

## *Capital industries do well*





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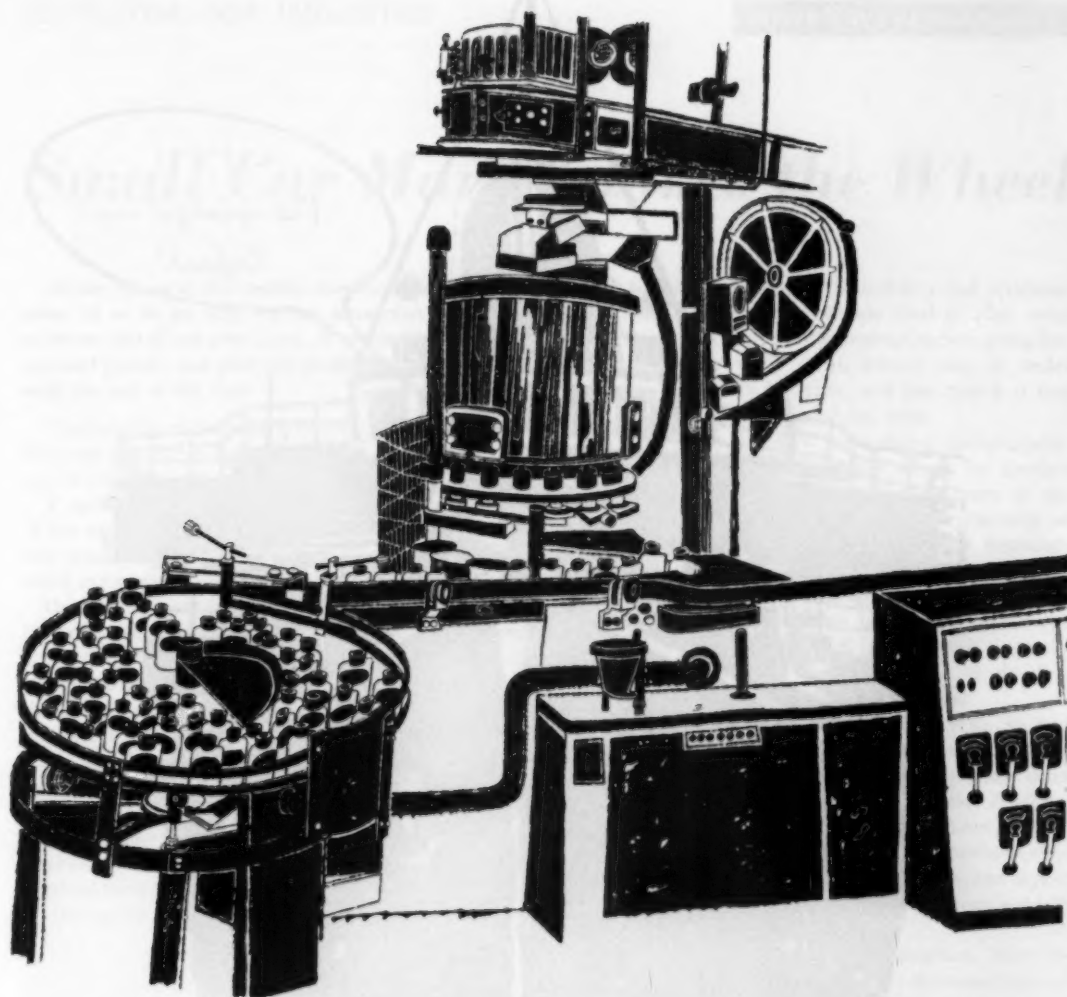
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## Small Car Market takes the Wheel

During the next two months motor-car production is expected to fall by about 15 to 20 per cent, current production is running at approximately 75 to 80 per cent of last year's rate. It seems that demand is following the normal seasonal pattern, and sales and production are almost certain to fall from now until the end of the year.

The majority of the experts believe that over the year as a whole production will be 20 per cent below 1960.

It appears as though the outlook of the motor industry over the next two years will be dominated by the small car market.

Outside the motor-car industry the situation, particularly in the Midlands, is patchy, though still comparatively buoyant. Orders for commercial vehicles are beginning to fall off after a rather long boom period, and a number of manufacturers are having to cut back on production. In the heavy vehicle section of the industry the situation is slightly healthier—with the exception of the demand for buses which has been hit by the decline in public transport.

**Steel.** Another sharp drop in steel output has occurred, recent figures show that in August the average weekly rate dropped to 338,400 tons. This is the lowest level recorded since August 1959, and represents a fall of about 20 per cent on the same figure for 1960. It indicates that the industry was working at about 78 per cent of available capacity during that month. Some of the decline can be considered to result from holidays, but it is thought that the most important factor was a continuation, or an acceleration, of the stock withdrawals which became evident during the second quarter of this year.

It is now fairly certain that the industry will fail to achieve its output target of 24m. tons for 1961. At the

half-year the industry had produced an approximate total of 12m. tons, but in July production was going forward at an annual rate of under 19.8m. tons, and last month it was down to 17.6m. tons.

**Tractors.** Agricultural tractor manufacturers appear all set for another record year, although many of the big manufacturers are running at capacity level the smaller manufacturers have been recording the biggest percentage gains in output.

There has been a cumulative rise in output of farm tractors and machinery of 3 per cent in the first seven months of this year.

**Gramophone Records.** With its best selling season still to come the industry looks like achieving a new peak level of business this year. A 16 per cent gain in manufacturers' home sales in the first seven months of 1961 helped to raise total home and export turnover by 8 per cent, despite a falling off in exports.

**Coal.** Total consumption, both inland and export, is estimated to have been about 130.4m. tons during the first 35 weeks of this year. This compares with 132.3m. tons in the comparable period of last year.

### Commodities

**Cotton.** A rise of 344,000 bales in the probable size of the American cotton crop has been forecast. The latest production estimate is 14,262,000 bales, against 13,918,000 bales in August.

**Wool.** Sales in the first two months of the Australian wool season—July and August—totalled 298,507 bales.

### Consumer goods

**Clothing.** Retail sales of all clothing in the U.K., adjusted for seasonal factors, fell by 3 per cent in the second quarter of this year.

### BUSINESS SHORT-TERM PRODUCTION FORECASTS

#### Consumer Goods

Production of consumer goods will continue to rise during October at the same rate of increase. Further outlook unchanged.

#### Capital Goods

Output of producers' goods will continue to rise in October but at a lower rate of increase. Outlook still good.

A summary of the analysis will be supplied on request.

These forecasts are based upon the monthly analysis made by **BUSINESS** of orders received in contract engineering and contract design. The Editor wishes to thank members of the **ENGINEERING INDUSTRIES ASSOCIATION, FEDERATION OF ENGINEERING DESIGN CONSULTANTS**, and other design consultants for their co-operation.



# Mallory are at home in many fields

Mallory are the only firm to specialise in powerful miniature batteries. Some are as small as a ladybird; many are not much larger. Yet they can push a signal across more than 400,000 miles of space; have helped the airborne recovery of a satellite from orbit; made 'invisible' hearing aids more than a dream; fostered the trend towards pocket-size radios, tape recorders, paging systems . . . All this could be achievement enough. But remember the transmitter swallowed like a pill?—essentially a Mallory battery. A substitute pacemaker for the human heart?—also Mallory. A battery driven wristwatch that runs for more than a year; self adjusting camera shutters and lenses; illuminated novelties of many kinds—these and more are Mallory powered. Mallory pioneered miniature cells for field transmitters during the war. Uniquely dependable and long lived, they can be of great help to all manufacturers who plan to make their products smaller and retain full power.



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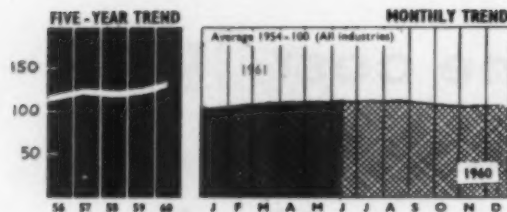


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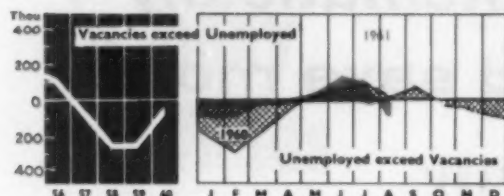


## KEY INDICATORS



## 4 INDUSTRIAL PRODUCTION

There are signs that export orders may at last be starting to take up the slack between capacity and actual output in certain industries. Figures for the mechanical and electrical engineering industries and machine tools show that while overall new orders continue to flow at a satisfactory rate, demand from abroad is proving more buoyant than at home. By contrast, home demand for cars and heavy engineering products is likely to become more sluggish.



## 4 EMPLOYMENT POSITION

The demand for labour has begun to ease slightly. After declining steadily for seven consecutive months, the number of unemployed took an upward turn in August—the latest month for which figures are currently available. At the same time, registered vacancies, which have been increasing since the beginning of the year, began to fall. Although this was the month for a major influx of school-leavers, unemployment among young people has not significantly increased.



## 4 TRADE GAP

The improving trend of our overseas trading position is being well maintained. In August the trade gap narrowed again to £22m., compared with £28m. in the previous month. The result was doubly encouraging as it was mainly due to a rise in exports. These increased in value by £17m. over the month to £324m. Imports were also up, however, by £7m. to £361m. Since the beginning of the year the average trade gap has been £47m., compared with £78m. over the last nine months of 1960.



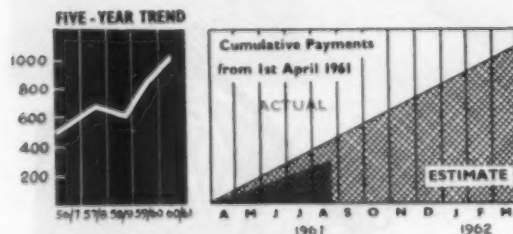
## 4 GOLD AND CONVERTIBLE RESERVES

Special factors have produced a marked increase in our gold and currency reserves. In August, the latest month for which figures are available, the balance rose by £369m. to £1,245m. The main factors behind this rise were the UK's heavy drawing on its credit with the IMF, and the repayment of French debts under EPU. These moves were partly offset by repayments from this country to the European central banks and EPU. Ignoring special factors, reserves increased some £45m. by normal processes.

Car production is running about 25 per cent below last year's rate.

Engineering exports in the second quarter were 15 per cent up on the year.

Average rate of unemployment for the UK as a whole is 1.4 per cent. In Northern Ireland it is 7.5 per cent.



## GOVERNMENT SPENDING

## 4 EXPENDITURE 'BELOW THE LINE'

Government capital spending—expenditure 'below the line'—is now running well below the current estimate for the financial year 1961-2. By August total expenditure in this category had reached some £270m., compared with an estimate for the whole financial year of £1,089m. A revision of the estimate is to be expected as a natural corollary of the 'little budget.'

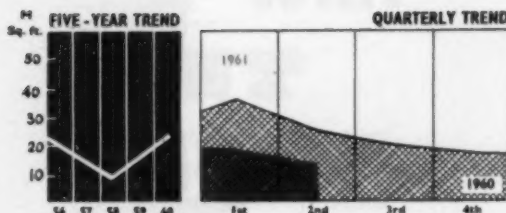
**GUIDE TO THE CHARTS** The charts showing Five Year Trends use mostly monthly or quarterly averages so that they are comparable with the charts alongside them showing the more recent trends. Details of the statistics used in the charts, and other related statistics, may be had on application.

# CAPITAL SPENDING

STATE OF THE NATION 4

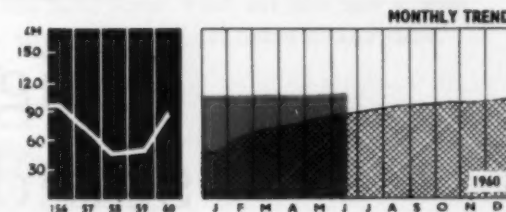
## FACTORY BUILDING APPROVALS

The building order book remains at a high level. New orders worth £491m. were placed with builders and civil engineers during the second quarter of this year, compared with £521m. in the first quarter. The fall is of little significance as the first quarter result was an all-time high, and the position is still regarded as completely satisfactory. For the first six months as a whole, new orders were 9 per cent greater than in the similar period last year.



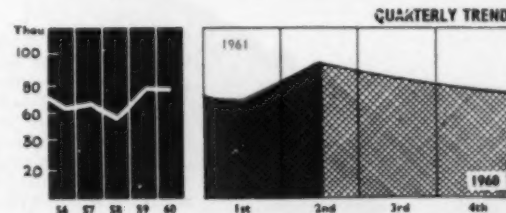
## MACHINE TOOL ORDERS

The machine tool industry continues to flourish. The state of the export market is especially encouraging. At almost £29m., the export order book at the end of June was over £1m. up on the previous month. New export orders in the first half of 1961 were 11 per cent up on the same period last year. Although the order book for the home market was very slightly down in June, the overall figure for the month was £113.7m., compared with £112.5m. in May.



## HOME BUILDING STARTS

House prices are rising sharply. According to the Co-operative Permanent Building Society, new house prices rose by 7 per cent during the first six months of this year. Prices of existing houses rose by 6 per cent in the same period. The increases were most marked in the higher price ranges, and in the London area. The building boom continues as strongly as ever. Starts in the second quarter totalled 96,000, compared with 73,000 in the first.



Industrial development schemes covered 30.8m. sq. ft. in the first half of the year.

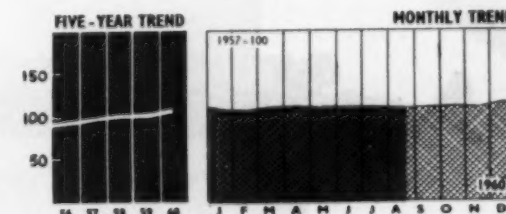
Home orders for machine tools rose by 4 per cent in the first six months of 1961.

Export orders rose by 18 per cent.

# CONSUMER SPENDING

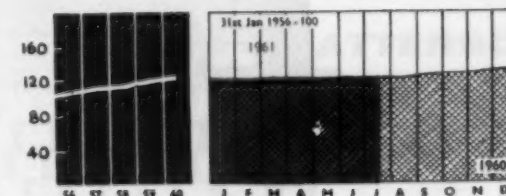
## RETAIL SALES

Retail sales have fallen off slightly after the 'little budget.' In August, the latest month for which complete figures are available, the index of retail sales was maintained at 117—the record level which it reached in the previous month (revised figure). But since the index takes account of value as well as volume, the August figure, which reflects the price increases imposed by the Chancellor, conceals a slight drop in the actual volume.



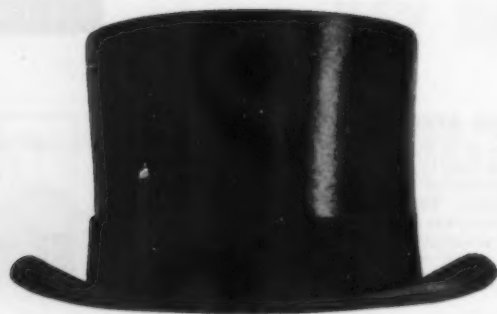
## WAGE RATES

A major battle between the Government and the Unions over wages policy is now almost certain to take place in the later months of this year. A strike threat in some field important to the national economy—possibly road haulage—is expected to be made in the near future. Prior to the 'little budget' wages had shown a remarkable stability. In July, the latest figure available, the index rose only 0.1 point to 125.1.



Retail sales in August were 6 per cent up on the year.

Average weekly wages in manufacturing industry are now £15. 1. 4d.



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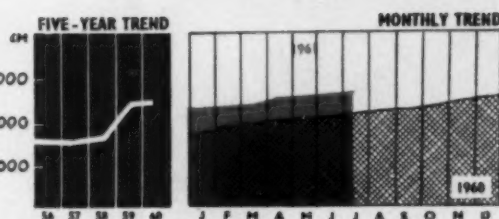
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# CREDIT

## STATE OF THE NATION 5

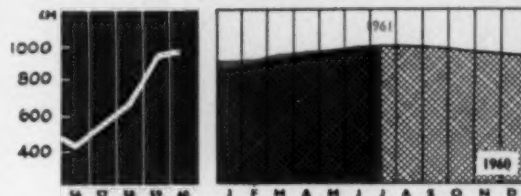
### BANK ADVANCES

The contraction of credit continues. Although no later figure than August is available for bank advances—when the total loans of the 11 London clearing banks fell by £98m. to £3,577m.—there is every indication that a further sharp reduction has taken place since. The raising of the bank rate to 7 per cent has contributed to this decline by encouraging overseas buyers of British goods to pay their bills more promptly, thus relieving the pressure on the banks at home.



### HIRE PURCHASE DEBT

It is still too early to assess the effect of the 'little budget' on HP sales, but speculative buying in the previous month raised the total debt to a new record of £968m. This represents an advance of £11m. over the previous month. The rise can be largely attributed to a flourish in the car market, where credit sales were two-thirds higher than in July 1960. HP sales by household goods shops also benefited.



Bank investments fell by £1.8m. to £1,047m. in August.

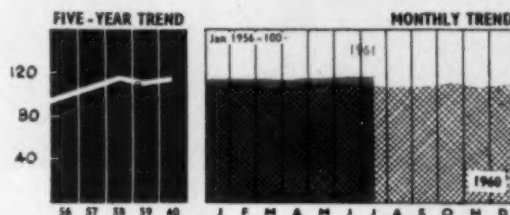
Hire purchase debt rose by 27 per cent in July, compared with 12 per cent in June.

Debt owed to finance houses rose by £11m. to £662m. in July.

# PRICES

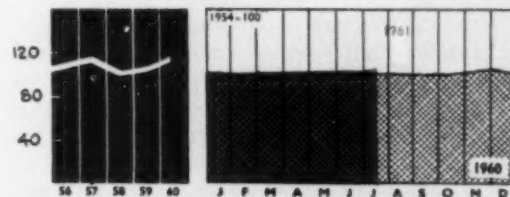
### RETAIL PRICES

Retail prices have reached a new peak. As a result of the 10 per cent surcharges on revenue taxes imposed by the Chancellor in the 'little budget,' the August retail price index—the most recent available—rose one point to 116. This is an all-time high. The Treasury had previously forecast that the surcharges would raise the cost of living by 1-1.5 points.



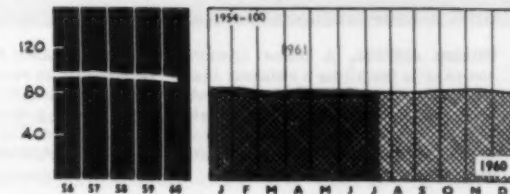
### RAW MATERIAL PRICES

Raw material prices are expected to continue to fall slightly throughout the autumn. No figures later than July are available yet, but in that month the Board of Trade index of raw materials and fuel used in manufacturing industry stood at 100.6, 0.2 down on the month. With month-to-month fluctuations ironed out, this index is demonstrating remarkable stability. This time last year it stood at 100.9.



### TERMS OF TRADE

The recent marked improvement in the UK's terms of trade is expected to be maintained. In July, the latest figure currently available, the Board of Trade's index, which measures import prices as a percentage of export prices, fell two points to 86. This was the most favourable result in the post-war years.

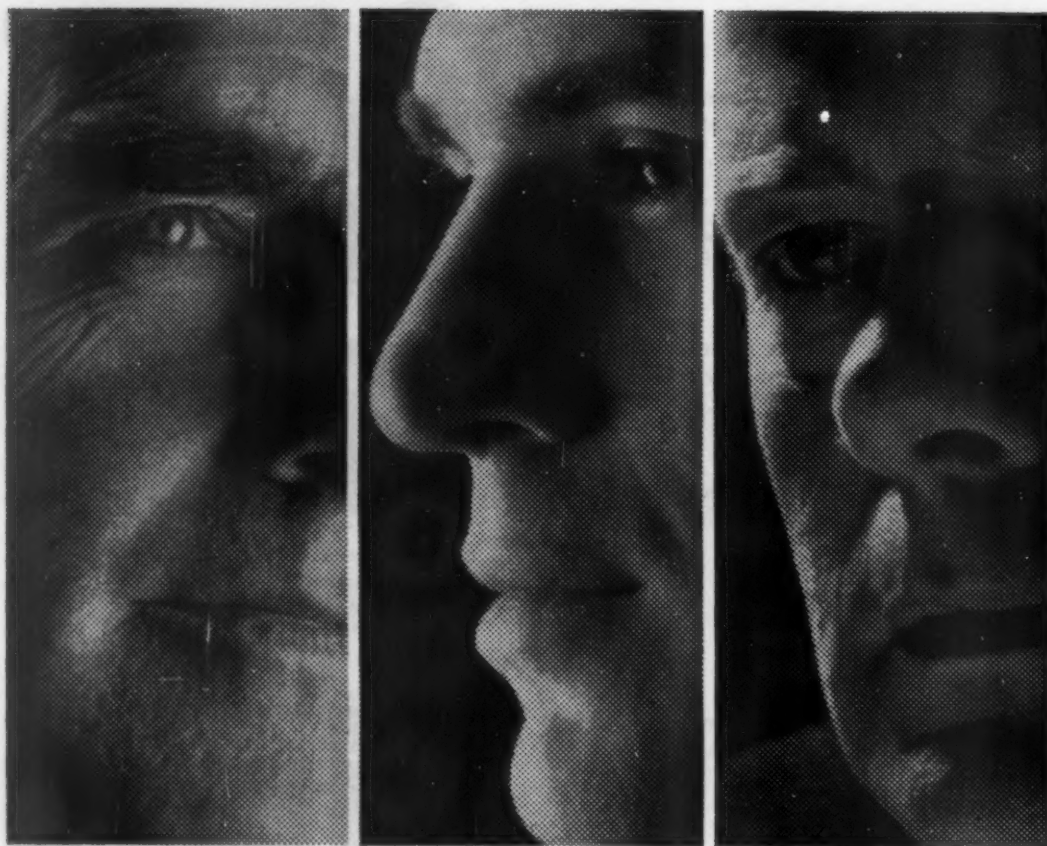


The Financial Times Index of Commodity Prices stands at 77.80, 1.26 points down on the year.

The index of tramp shipping freights rose 1.4 points in August to 107.2 (1960: 100).

Tramp time charter rates rose 8.9 points to 117.9 (1960: 100).

END



## the new men...the computer-minded

This is the age of computers—and progressive men who *use* computers; of time saved, waste saved, *money* saved. Sooner or later you'll need a computer. Sooner than competitors—or later? The decision is yours. . . .

Another decision: which make of computer? Worth remembering . . . Ferranti offer a wider range of computers, programs,

training facilities and services. And Ferranti developments include Nebula (Natural Electronic Business Language for commercial programming), Orion (new "second generation" computer) and Atlas (most advanced super-speed computer system in the world).

Look at three spheres of business where Ferranti have proved their worth . . .

**PROCESS CONTROL.** A major chemical company is installing a FERRANTI ARGUS computer for complete automatic control of a manufacturing plant. The ARGUS will replace about 100 conventional control devices and also provide information for analysis.

**750,000 INSURANCE POLICIES** are processed monthly by each of the PERSEUS computers in Stockholm and Cape Town, which keep policies up-to-date from punched cards and also print renewal notices. By any standards, by far the biggest job ever done on British computers.

**NOT ALL USERS ARE OWNERS.** The Wimpey Organisation bought time at Ferranti's London Computer Centre, using a standard frame-analysis program on steelwork design for the new Ascot grandstand. Many clients use Ferranti's 'do-it-yourself' programming aids.

## FERRANTI RANGE OF COMPUTER SYSTEMS

London Computer Centres: 68 Newman St. London W.1. (Museum 5040) and 21 Portland Place, London W.1. (Langham 9211)  
Works: West Gorton, Manchester 12 (East 1301)

*"Every day", said this Managing Director, "we received orders and queries from some of our 1,000 retailers. We certainly needed a reliable index of these firms. But what type of index — and how to keep it up to date?"*

*"Fortunately, the index we chose has proved quick and easy to use; also it shows monthly and annual sales; it serves as a circularising list; it is valuable for credit control; it indicates salesman's efforts; it never gets out-of-date."*

*"Kalamazoo have given us all these benefits with their Strip Index."*



Mr. R. Kitching, founder of Ron Kitching (Wholesalers) Ltd., Harrogate, says, "This patented chain-wheel is cotter-less, to permit speedy repairs — the Kalamazoo Strip Index gives speedy answers."

# Kalamazoo

TO KALAMAZOO LTD., NORTHFIELD, BIRMINGHAM, 21

*Please let me have details of Kalamazoo Strip Index*

Enquirers Name .....

Name of Company .....

Address .....

BU.1061



# The Chairman's in Manchester but the London meeting carries on by Creed!



SEE US ON  
**STAND No. 26**  
at the  
**ELECTRONIC  
COMPUTER  
EXHIBITION**

"Keep me in touch with what's happening at the London meeting," said the Managing Director a little plaintively. "I'm tied up with our Manchester branch for the next three days."

And it was as the Managing Director requested—by Creed! You see, there is really no distance between two Creed Teleprinters—no matter how far apart they are, they operate as one.

Indeed, there is no faster way of doing business by the written word than Creed Speed. A single operation on a keyboard can deliver multiple copies of a printed message to any number of receiving points simultaneously, thus providing a permanent record for all concerned.

Creed Teleprinters can link country-wide branches and offices together at up to 100 written words a minute. With punched tape you can prepare messages in advance for continuous automatic transmission.

And unattended, your Creed receiver will print out all incoming messages with robot-like accuracy.

Creed Teleprinters have no equal for speed, accuracy and economy. In business, in industry, Creed stands for progress through better communications. The printed word at lightning speed. Creed speed.

All Creed equipment is available on outright sale or attractive rental terms with full installation and servicing facilities in most areas of the U.K.

**c r e e d**

teleprinters and punched tape equipment

**Creed & Company Limited**

TELEGRAPH HOUSE · CROYDON · SURREY

**ITT**  
ASSOCIATES

**BUSINESS**



## LETTERS

### *How well can your employees see?*

**How many mishaps and accidents occur simply because someone has not seen clearly where he was going or what he was doing ?**

The Association of Optical Practitioners is convinced that an enquiry into this problem would be in the public interest. It is an enquiry in which all could participate; much of it requires no special qualifications or experience.

If you know of any accident, serious or trivial (often only a hair's breadth divides the two categories), in which you think uncorrected defective eyesight was the main factor, the Association of Optical Practitioners would be glad to have a note of the circumstances.

Vision as a factor in road safety still fails to command the attention of the Ministry of Transport, despite the support given last year by the Press, the Royal Society for the Prevention of Accidents, the Pedestrians' Association, Members of Parliament and others to the A.O.P.'s campaign. All that was asked was that persons who require glasses to enable them to pass the number-plate-at-25-yards test for their driving licence should be required to wear them when subsequently at the wheel – surely a reasonable enough request.

On an average the eyesight of between 40 and 50 per cent of industrial workers is inadequate for the tasks they have to perform. The defects may be small but they can lead to anything from fatigue, irritability and headache at one end of the scale to a fatal accident at the other.

C. S. FLICK

Public Relations Consultant  
Association of Optical Practitioners,  
65 Brook Street, London, W.1.

### **Those Japanese copies**

Vladimir Wolpert says that the obstacles to British trading with Japan are of a "psychological nature." Well, a world war leaves a big psychological backwash. One wonders if we would have helped Germany back on her feet so readily if her prosperity was not part of our Western Defence.

He also suggests that the fear of Japanese buying for copying is based on "old prejudices." On the contrary these prejudices are kept very much alive by the continuing spectacle of identical Japanese copies at half the price of the original.

ARTHUR HEMSWORTH

2 Broadway,  
Peterborough.

### **To the defence of the temporary**

I am writing to you with reference to the article "The Temporary – a loan without interest" in your September issue.

This agency has always undertaken tests of temporary staff, where their capacity is in doubt. In this respect, a complaint from a client is treated from a business point of view by an apology and replacement wherever possible. Upon interrogating the temporary concerned one often finds it is a matter of personality, and it is our practice to give any temporary three chances and then to dismiss her.

The question of profit margins is a matter for each individual com-

pany to determine and whilst the figure quoted is known to be reasonably accurate, it should be remembered that it is a gross profit per head.

The inference that agencies not attached to the Federation are less desirable is dangerous, and your contributor has, I trust, obtained proof backing statements of this serious nature. It would appear that this article is written after consultation with the Employment Agents Federation, but it seems to me that the way in which it is presented does no good at all for the Employment Agency business or the Federation itself.

K. C. WHITE

Managing Director  
Office Services Bureau (Wood Green),  
1/3 Westbury Avenue,  
Wood Green, N.22.

### **It doesn't pay to know too much**

With reference to your article "Training by Time Serving," the system of three months in technical college, and then three months in the workshop is an admirable one providing that the apprentice puts into practice on the machines what he learns in the classroom.

Often the superior education of the apprentice is resented by the charge-hand or operative who ought to be giving him a helping hand. He becomes scared of asking questions or seeking advice, and the practical know-how of the experienced worker goes to waste. Afraid of being ostracised, he plays down the extra training that he is getting from the technical college.

Management should provide special apprentice workshops which though they work under normal conditions are not flooded with rush jobs, and where it is part of the charge-hand or operative's job to assist apprentices to get the practical experience with which to back their theoretical study.

PETER R. MITTON

14 Redcliffe Square,  
London, S.W.10.

SEE -



- HEAR



**Bell & Howell**  
**FILMOSOUND 640**  
*16mm Optical/Magnetic*  
*Sound Projector*

### COMPLETE VISUAL AID SERVICE TO INDUSTRY

Rank Precision Industries also provide these vital services to industrial visual aid programmes:

**Lecture Theatre Equipment** including seating, carpeting, black-out curtains, screens, chalkboards and, of course, cine and slide projection equipment.

**Complete Film Library Facilities** including rentals of industrial training, salesman training and entertainment films, distribution of sponsored films as well as full film studio and sound recording facilities.

For more information,  
write stating your requirements to:  
The Industrial Department  
**RANK PRECISION INDUSTRIES LTD**



## WORLD'S MOST ADVANCED PROJECTOR LETS YOU ADD YOUR OWN SOUND TRACKS TO FILMS

**FILMOSOUND 640** gives you cinema-quality projection, high-quality optical/magnetic sound playback *plus* inexpensive sound recording facilities: all the advantages of a powerful sound projector and tape recorder in one!

**No specialized skill is required** for recording sound effects, commentaries and translations onto existing sound or silent film. The '640' is the first 16mm. projector to feature *interchangeable plug-in magnetic heads* for simplified recording and play-back.

Even in a large auditorium, the amazing '640' produces an extra-brilliant picture — makes the most of every detail with its powerful light output.

Filmosound projectors are backed by world-wide after-sales service. To see and hear how Bell & Howell projectors can help you, ask us to arrange a demonstration for you now.

### **Bell & Howell** **FILMOSOUND 631P**

*Similar to the '640' but with facilities for magnetic and optical sound play-back only.*

### **Bell & Howell** **FILMOSOUND 636**

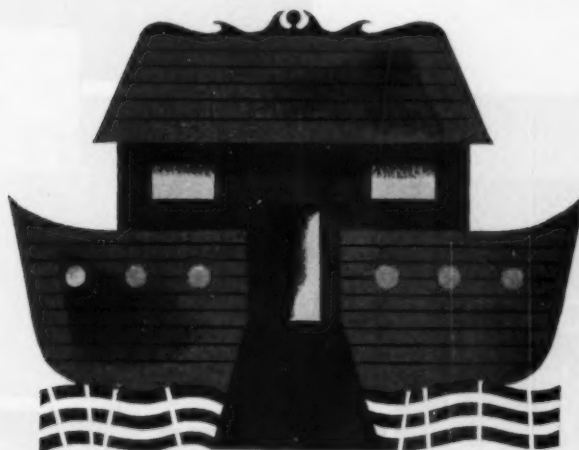
*Lightweight, fully portable, 16mm. optical sound projector. Perfect for lecture room or medium-sized hall.*

**BELL & HOWELL**

THE QUALITY NAME IN CINE EQUIPMENT

37-41 Mortimer Street, London, W.1. Tel: MUSEum 5432

## When two by two



## isn't fast enough

One by one, two by two—the *queue* is the curse of the age. If it were only a question of a few people blocking the pavement outside the local cinema on Saturday evening, then nobody would worry. But to commerce and industry queues present problems which are very serious indeed.

*What is a queue?* It is a line of people at a ticket office, a cash desk, a works stores counter; a block of vehicles at a traffic intersection or awaiting service at a garage; a covey of aircraft circling unprofitably round a congested airport; a train of trucks idle in a siding; a stack of components waiting to take their place in a production line; a mass of liquid held back by an outlet pipe with too narrow a bore . . .

What can be done about it? Every individual queueing problem has its own peculiarities, which makes it impossible to lay down hard and fast rules. But mathematicians have evolved a fairly extensive Queueing Theory which provides a framework for the solution of simpler cases: more complicated queueing and bottleneck problems can be solved economically only by using high-speed electronic computers—by digital methods or by various forms of analog. To all such techniques C-E-I-R can bring to bear great skill and experience.

The solution of queueing and bottleneck problems is only one of the many scientific management services offered by C-E-I-R, the largest computer services organization in the world. At the London C-E-I-R Centre, with its advanced on-the-spot computer facilities, C-E-I-R are handling on behalf of clients a wide variety of operations ranging from routine Data Processing on a regular contract basis to the solution of the most complex industrial and commercial problems.

If you have any problem, large or small, which can be solved by logical or mathematical means—then send for C-E-I-R.

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**OPERATIONAL RESEARCH · SYSTEMS ANALYSIS ·  
LINEAR PROGRAMMING · DATA PROCESSING ·  
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CONSTRUCTION PLANNING · STATISTICS · MATHEMATICS ·  
COMPUTER TIME**

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You need to send mailing pieces to some, if not all, of the people on your mailing list pretty frequently. Each time the address must be printed clearly and crisply. *Every Eliotype Address Stencil gives thousands of clear impressions.* The address is originally typed on the Eliotype Address Stencil with a standard typewriter. With Elliott equipment, addresses are automatically printed at high speed, selecting only those people whom you want to reach with the particular mailing. The Eliotype Address Stencils can also be used to form an efficient index and recording system, providing vital information in seconds. The range of hand and electrically controlled Elliott Addressing Machines can solve every type of addressing problem — *yours, for instance* — at remarkably low cost. To save time and money in your addressing, first send for an Elliott systems specialist (he can survey your addressing needs free and make expert recommendations without obligation) or write for free literature. Do it now.

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\_\_\_\_\_



# Creative Chaps with sticky Problems

**Does modern industry, with all its vast paraphernalia of marketing, create artificial needs that should never have existed? Or does it meet real needs that formerly went unsatisfied?**

I had an object lesson in the answer to this conundrum when I visited the factory of Adhesive Tape Limited, makers of Sellotape, at Borehamwood in Hertfordshire. Creative imagination discerning undefined needs and inventing a fulfilment has been the secret of this firm's expansion. Instead of the simple, ubiquitous lengths of transparent cellulose with which it began, there are now some eighty different tapes, many of them with several varieties.

For instance, from an aircraft manufacturer one day came a request for a tape to guide the riveters in building fuselages. It had to be adhesive yet not adhesive, transparent yet visible. The answer, produced within a couple of days, was a transparent tape with narrow, coloured borders, alternating with adhesive and non-adhesive strips. On another occasion a librarian approached the firm with a plea for a special type of

Sellotape that would save the binding of his precious, ancient volumes. A small order this, but it was met. One bright person in the firm realized that with the increasing popularity among young men of motorcycling and car rallying as sports the drivers would want some means of showing their colours. An appropriate tape was devised. Incessant discontent with what it has is a profitable characteristic.

Similar imagination was shown in the development of the firm's plant. Built in the early fifties, it was designed by a member of the staff with architectural experience to fit as accurately as possible the flow of production from the raw material stage to the finished article. The advantage of this over building the shell of a factory and fitting production to it is evident even when the basic processes are as simple as in this instance.



*Rubber and petrol are important ingredients in adhesives*

This firm is very good at solving hard questions. But when I asked what I thought would be the easiest of all I received no reply: what makes adhesives adhere?

## Education for work

Training has become one of the magic incantations for industry in these days. It will not solve all problems but few problems will be solved without it. The West Midlands Group of B.A.C.I.E. (British Association for Commercial and Industrial Education) has now provided a comprehensive report on vocational training in France from which much can be learned.

At the heart of the French system is the Centre d'Apprentissage



*What you see is the elegance and excitement of a big department store, but behind the scenes is a complexity of figurework—firmly controlled, at Browns of Chester, by Burroughs machines.*

## THIS IS THE NEW FASHION IN FIGURES

BROWNS OF CHESTER is the big department store well known as the 'Leading Fashion House of the North.'



**PROBLEM**—to keep ahead of the masses of figurework involved in the Purchase Ledger.

**SOLVED**—with one Burroughs Director accounting machine.

**RESULT**—a staff saving of 20% paid for the machine in the first eighteen months. The machine has streamlined the Purchase Ledger: management is quickly supplied with day-to-day information, and production figures are available a week earlier. A survey was requested of work in other departments and, as a result, four more Burroughs machines were installed.

**SIMILAR PROBLEMS  
ARE BEING SOLVED EVERY DAY  
WITH BURROUGHS MACHINES**

# ⓑ Burroughs

**DECIMAL CURRENCY!**  
All Burroughs machines  
can be converted to  
decimal currency.

Burroughs Machines Limited, 356-366 Oxford Street,  
London W.1 Telephone: HYDe Park 9881  
Accounting Sales and Service facilities from 86 centres  
in Great Britain and Eire. Manufacturing in Scotland

which an apprentice may attend full-time for three years studying for a qualification. This is the usual length of an apprenticeship but production work is done during training with the approval of the trade unions.

On this system B.A.C.I.E. passes the judgment. "Something similar in this country could go far towards solving the problem of firms that cannot or will not establish efficient schemes and provide satisfactory facilities of their own, but . . . young people are kept away from the atmosphere of industry for far too long a period."

At the age of 11 children have the choice of remaining at the primary school or going elsewhere, a doom far more permanently damning, although freely embraced, than ever our 11 plus was.

For good or ill French education has always notoriously been far more intensive than English. At the age of 13 or 14 the French youth may start serious vocational training at a kind of technical secondary school before either going on to the university or to a Centre d'Apprentissage. Alternatively, he may fly higher by going to a National Vocational School.

All this well developed vocational training raises the problem much discussed recently on this side of the channel as to the importance of liberal education. This has been well recognised. But the liberalisation is not, as it might seem here, the odd bit of culture tagged on. It is thoroughly integrated into the course of studies with the object of making the pupil a well developed person intellectually as well as technically.

From the Institute of Personnel Management comes a broadsheet by J. R. Armstrong on training of a different kind—that of supervisors. It is worth noting that the formal programme for a training course outlined in it lays considerable emphasis on the qualities supposed to be imparted by a liberal education. The

potential supervisor is to be shown how his job gears into the general objectives and purposes of his firm in relation to the progress of the economic system. Vision is to be imparted to him so that he will cease to be a rule-of-thumb man and be able to govern his little section of the world intelligently.

Selection of supervisors is the more difficult because no yardstick of leadership exists and accurate measurement of its results is impossible. Yet some kind of aptitude test is worth having if only to convince others that promotion is not due to favouritism.

Training for leadership is vital not only because natural-born Napoleons are not to be had for two a penny but because in these days leadership is the superior substitute for the old sanctions of discipline that full employment has destroyed.

## Uniting for strength

In his address to the annual conference of the Chartered Insurance Institute, F. R. Norton, F.I.A., F.C.I.I., tried to justify the ways of business to the public in relation to takeover bids. But he solved two problems the public is puzzled about only with rhetorical questions that virtually re-stated the problems. If a company decide to follow the lead of others by seeking alliance with a friendly company, is it to be condemned? If a company is prompted only by the desire for growth in acquiring the share-capital of another, is that to be condemned?

This is precisely what the uninitiated public are asking, and a more substantial explanation would have been expected on this occasion.

Mr. Norton was more at home when dealing with the ethical issues at stake in the technicalities involved. He strongly endorsed the view that if a person acquires 10 per cent of the voting power in a company he should be required under penalty to disclose

the fact. He cited the American system whereby any shareholder with 10 per cent of the equity should be treated as a director of the company to the extent that his dealings in the shares have to be recorded in a register available to the members.

## Revolution without politics

I was amused to notice that in his British Association address Nicholas Stacey, Economic and Marketing Adviser to the General Electric Company, quoted with approval Canon Paley, the early 19th century divine. Canon Paley, it seems, argued that, "besides the production of provisions, there remains to be considered the distribution. It is in vain that provisions abound in the country unless I am able to obtain a share of them. Distribution, therefore, becomes of equal consequence to the population with production."

Evidently, Canon Paley was better as an economist than as a divine, since he dimly foresaw the distributive revolution that has distinguished the 1950's, whereas his ideas in his other profession were long ago discredited.

Mail order, supermarkets, retailers, co-operatives, discount houses, have all come into their own during the past decade. Whereas the middleman was for long years the favourite target of political agitation, his importance is now diminishing in the normal course of economic development. Mr. Stacey believes that the distributive revolution still has far to go. Reduction of the labour force has just about reached its limit in the productive processes but has hardly begun in distribution. The financial advantages of closing the gap between manufacturer and consumer have hardly been exploited. We shall see, he thinks, many more producers going into distribution and many more distributors producing their own branded goods.

END

# ONE HAND

is all that is  
needed when using  
the famous model 81



## PUNCH HOLE RECORDER

Combining the advantages of modern appearance and design, this recorder combines ease of operation with accuracy of recording.

Available either with automatic solenoid operated printing mechanism or with manually operated printing lever, the machine is designed to cover up to 10 registrations per day for a full seven-day week.

Automatic two-colour mechanism is standard on both models so lateness and overtime can be recorded in red, thus minimising the work of the wages office.

The Punch Hole mechanism, which also



repositions the card, is automatic, as is the day change, which repositions the card receiver at midnight.

Driven either by synchronous motor operating on 220/240 volts A.C. or one minute impulse propellant through a Master Clock system, these metal cased recorders are of sturdy construction and pleasing design.

Demonstrations arranged to suit your convenience.

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MONarch 6256





*Maybe not the furniture you or I would want to buy, or the way we'd want to buy it. But a planned attempt to cultivate a known market.*

## MANAGEMENT AT WORK

# Just what the Customer Ordered *'No frills' shopping for furniture*

Show it and it sells itself - that's the Supermarket principle. Let the customer decide without the embarrassment of over-enthusiastic sales talk. It is a good principle, and it has revolutionized the grocery and general provisions trade. But what if the customer is spending not a couple of bob but a hundred pounds? Doesn't he expect "service"?

**W**ILLIAMS Galleries don't think so. After a successful experiment in east London, they have opened their second furniture supermarket at Kilburn. Instead of glamorous room-setting displays, articles are laid out together according to their kind. The customer is

faced with a vista of categorized furniture. In many cases a different category is staged on a different floor level, so that the eye travels easily from sofas to chairs to carpets. With this selection at his disposal the customer can go round pummelling the cushions and opening drawers until

he fixes his choice on the right goods at the right price. Left to make his decision at leisure, facilities such as recorded music and a free buffet bar help him to relax and feel at home.

I walked round the supermarket with Robert Williams, manager of the East Ham branch, and asked him



K 425



K 675



K 625

The K825 armchair — indicative of the top level comfort and efficiency established and maintained throughout the fine range of Leabank steel office furniture.

## LEABANK

*Send for illustrated brochure and prices.*

LEABANK OFFICE EQUIPMENT LTD.,  
50 CLIFTON HOUSE, EUSTON ROAD,  
LONDON, N.W. 1.

*Member of the Owen Organisation*

## MANAGEMENT AT WORK

if this system really worked with expensive goods: "Well it wouldn't work for the readers of the fashion magazines. But it is just what the £15 to £20 a week industrial worker wants. He comes to an area like Kilburn where furniture shops have congregated. Then he may spend several Saturdays in and out of here and other shops in the neighbourhood. If he needs help we have a staff of sales advisors, who work for a fixed wage and therefore have no incentive to rush the customer into hasty buying. This way they are content to part with a £100 because they have proved to themselves that it is a competitive price."

There is also one service that the Supermarket can provide which others cannot. They can ascertain quickly the popular lines and buy them in bulk. With good storage facilities this means that they can deliver out of stock in a week to ten days, whereas it often takes three months to fulfil orders for the more fashionable lines. This satisfies one of the primary aims of supermarket salesmanship: off the shelf and into the shopping bag. Obviously the system would not work in the West End, but this is organized trade for a known market. And the customer appears to like it.

### Tickets, please!

There are two problems which must be common to practically all manufacturers of durable consumer goods, whether they operate by unit construction or mass production. These are the need to prevent pilferage of components which are often of considerable value in themselves, and the need to ensure that all stages of production have been properly completed. The answer to both lies in an effective system of stock control which operates right through the manufacturing cycle, from the moment the product begins to take shape

to the moment the finished item leaves the despatch warehouse.

Such a system has been devised by Decca in conjunction with Tickopres, the label specialists. By it, Decca radio and TV sets are "controlled" from the bare chassis stage, through the production line, to the very point of sale in a dealer's shop.

The system is based on a work-ticket made of light card, with an eyehole to allow it to be strung on the set. Down either side of the ticket are small self-adhesive labels that serve as control coupons. On a glassine backing, these coupons may be peeled off and affixed to the set, production sheets and record cards as required. Each coupon is printed with a brief description of the stage of manufacture which it represents.

The serial number of the set, and its model number, must be printed on each control coupon. But to have the tickets fully preprinted with even this small amount of changeable detail would have been a complicated and expensive business. So the basic tickets are printed with no more than the detail common to all sets in production, and the changeable data is overprinted by a Tickopres machine at the factory. The serial number of the sets, which alter with each ticket, are added by two automatic numbering units.

After they have been overprinted, the work-tickets - still on the reel - are passed to the assembly-line. A girl detaches a ticket and ties it to the chassis of the set. Then she peels off the first self-adhesive label and fixes it to the chassis.

And so on for the rest of the set's journey through the works. At various stages coupons are detached from the control ticket and stuck to production sheets or control cards.

The production sheets provide an up-to-the-minute check on the number of sets of any particular model actually in production, and from it are compiled the works production statistics and the daily bonus data.

The control cards, which are initiated at the warehouse stage, provide what Decca executives regard as "positive proof" of the stock situation.

Each operation in the manufacture of a set is recorded via the work-ticket and its detachable labels. If a control coupon remains on a ticket, this indicates that the set in some way has missed that particular operation.

Movements within the factory are covered by this system. Chassis at various stages of production are often issued from the factory to other departments needing them - to the laboratories for testing, to the service department for replacements, and so on. Before the present control system, there was virtually no check on component disposal.

The efficiency of the system is not impaired, according to Decca, by deluge orders which radio manufacturers experience from time to time.

### Success for lend-lease

An assured future seems to be in store for the plant hire firms. Finance houses which are now offering leasing facilities to industry are beginning to experience good business. The most



"That's the man to watch, J.B., —he's after one of our jobs."

## MANAGEMENT AT WORK

recent arrival, the Equipment Leasing Company (launched too late for mention in our survey on page 87), reports that the number of inquiries have greatly exceeded expectations.

The new company will concentrate at first on providing finance for the leasing of industrial plant and machinery, but it may extend its activities later to cover vehicles and the more extensive contract leasing, which will also include the provision of manpower. British manufacturers will also be offered facilities for operating their own leasing programmes in conjunction with ELCO.

One of the leasing companies already in the field is closely associated with American interests. But Equipment Leasing takes the tie-up one stage further. The chairman of the Board is H. L. Meckler, who is also President of Lease Plan International of New York, one of the largest leasing companies in the United States and one of the three

largest buyers in the world of vehicles, aircraft, railway wagons and surface mining equipment. The British firms which have joined with Lease Plan in forming the new company are Hambros Bank, Phoenix Assurance, and Cable and Wireless.

### School for exports

This country's first export school for senior executives was opened last month at Sundridge Park Management Centre. The new Export Centre, housed in a separate building on the Sundridge estate, will hold three week residential courses at regular intervals.

The courses have been planned in consultation with a special advisory committee set up for the purpose by the FBI. They are intended exclusively for top management. All the main factors affecting export policy and marketing procedures will be studied. The principles and techniques dis-

cussed are aimed to apply equally to large and small organizations, irrespective of the type of product manufactured.

Courses will cover such subjects as the selection of markets, the conducting of market surveys, the appointment of selling agents, methods of determining prices, the control of overseas sales forces and the most appropriate forms of advertising. Special attention will be paid to trade with the Common Market and the Communist countries. Lectures will be given by members of the Sundridge Park staff and also by visiting speakers from industry, government departments, and other official bodies.

Sundridge Park Management Centre was established in 1955 as a non-profit making, educational trust with the aim of providing first-class facilities for the training of senior management and the development of executive talent.

END

\*

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for.....purposes

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New simple 'TURN and LOWER' action for easiest ever installation and maintenance.

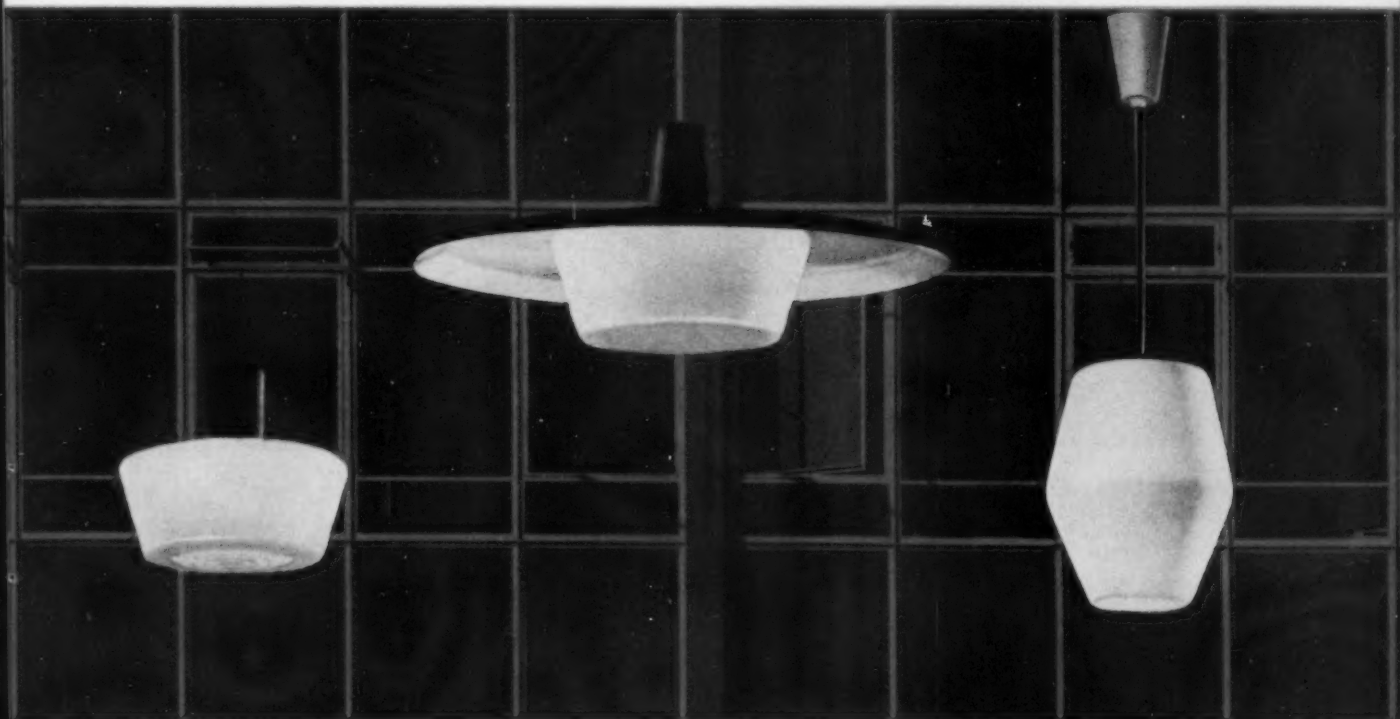
G.E.C.'s new positive bayonet fixing with 'turn and lower' action means **EXECUTIVE** glasses can be fixed or removed in an instant, saving time and money on maintenance and lamp replacement. (Patent applied for).



**EXECUTIVE** suspensions in ten different lengths are either  $\frac{1}{2}$  in. silver anodised aluminium tube or this new steel reinforced white flexible with positive and independent anchoring system top and bottom. (Patent applied for).



Internal locking screw on lampholder prevents unscrewing when relamping.

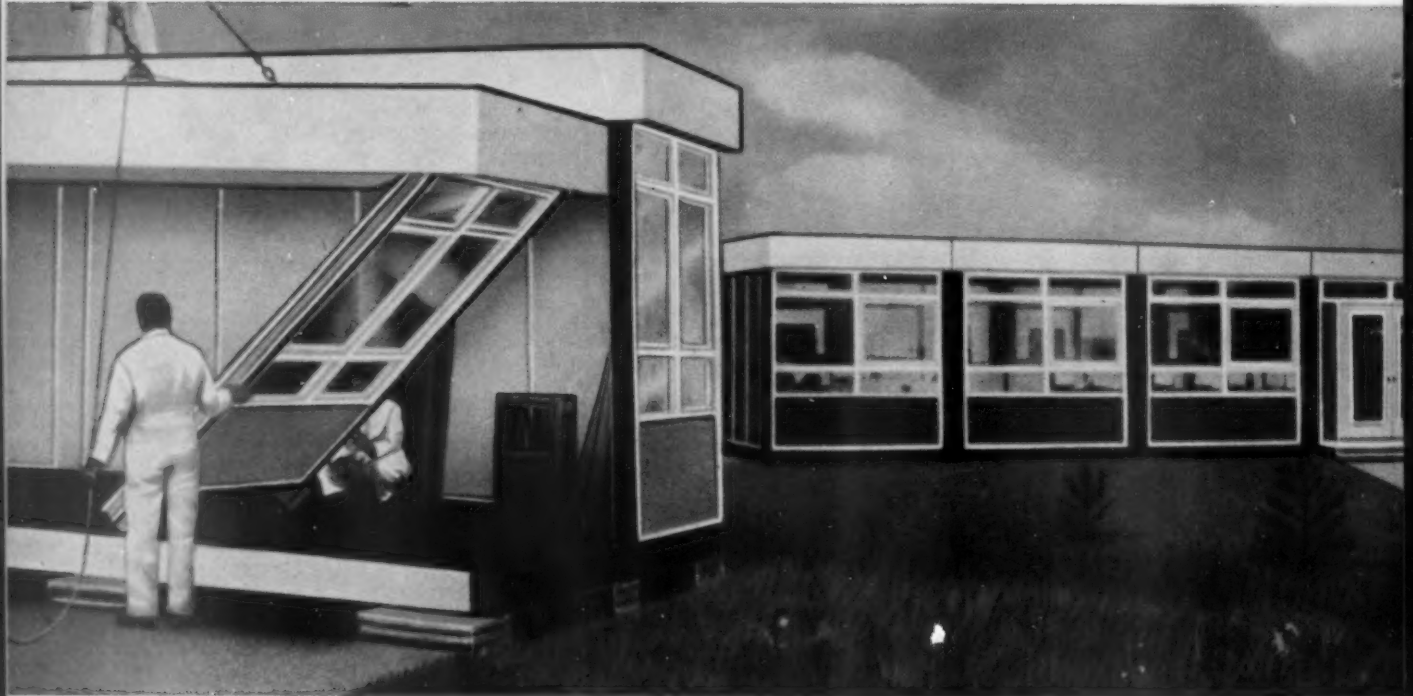


# EXECUTIVE

**G.E.C.**

LIGHTING & HEATING GROUP, THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2

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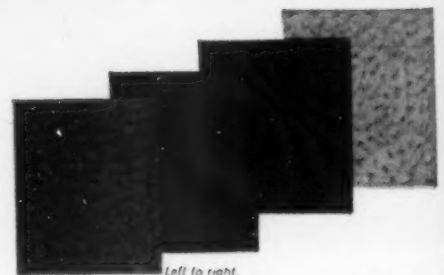


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**MOBILITY** - As quick and easy to dismantle as to erect, Terrapin "Pack Buildings" can be moved when you like - where you like - and as often as you like - speedily and at extremely low cost.



Left to right.

OLIVE GREEN:

BALTIC BLUE:

PINE GREEN:

MUSTARD YELLOW:

B.S. No. 4-059

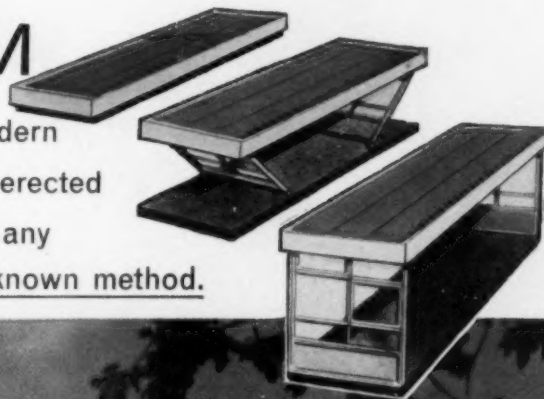
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B.S. No. 5-061

B.S. No. 4-056

# BUILDING SYSTEM

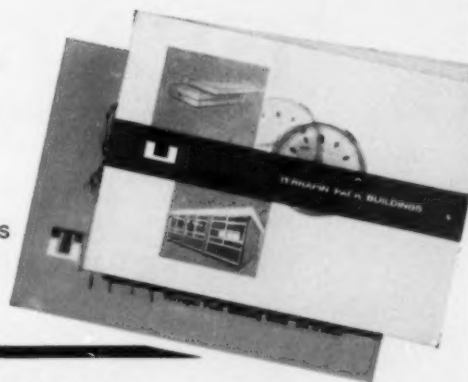
Terrapin pack building units can be used to create modern functional buildings of superb quality. They can be erected end to end and side to side to form buildings of almost any size and any ground plan, faster than by any other known method.



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Company \_\_\_\_\_

Position in Company \_\_\_\_\_

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# FLOW PRODUCTION



*... in the office . . . . .*

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To ensure that these units are used to the best advantage, we offer an Office Planning Service to British Industry, and its Professional Advisers, free and without obligation. Send for our booklet "A New Concept in Office Planning."

Trade Mark Shannon



THE SHANNON LIMITED, 86 SHANNON CORNER, NEW MALDEN, SURREY

O & M TO BRITISH BUSINESS





# Must I pay if my employee drops a brick?

**M**Y client was a very worried man. "I've always realized that by forbidding smoking in my factory, some of my employees would sneak off to see a man about a dog-end, so to speak. But I'd never realized the real danger – that surreptitious smoking and the furtive stubbing out of tell-tale butts might lead to fire. And last week it did.

"The whole place went up. What's more, valuable goods belonging to customers were destroyed, and I'm not covered by insurance for them at all.

"Am I now obliged to compensate the owners of those goods, when I'd taken every reasonable and proper care for their safety? After all, while they were damaged because of the negligent act of my servant, that act was forbidden by me."

The basic rule in such cases is simple. We are liable to pay up when damage is caused by the negligence of someone acting on our behalf – that is, by an employee – acting in the course of his employment. But what is 'in the course of a man's employment'? To take my client's case, his servant was not employed to smoke, or allowed to do so while working. So was his wrongful and negligent act done 'in the course of his employment'?

Not long ago, for example, the Courts had to decide the case of two boys who were stoking a stove in their factory. One of them pulled out a red-hot poker and waved it at the other boy's leg, to 'make him jump'. The lad jumped all right . . . but the poker set light to his apron and he was seriously burned. But was his boss liable in respect of those burns? Were they caused by the other boy 'within the scope of his employment'? The Judge decided that they were. The boys were employed to stoke the fire and they skylarked around while doing so. To the extent that the injured boy was hurt by the negligence of the other boy (and not, that is, through his own fault) the master was just as much to blame as the lad.

The test, you see, is not whether the wrongful act was forbidden – only whether it was done in the course of the employment.

But my client's man had left his actual work when he

caused the damage. He was, it might be argued on 'an independent frolic of his own'.

Suppose your van driver is delivering goods for you and causes an accident, then you will have to pay up. But if he goes off his route and races a friend down the M.1 and negligently causes damage while doing so, you will not be liable. The damage was not caused 'in the course of his employment'.

The difficulties arise, of course, in the borderline cases – where the driver goes off in your van to get a bite to eat, and deviates from his route, or where my client's employee leaves his work for a forbidden smoke, but does the damage on his master's premises and in working hours. Here one cannot definitely say whether or not the Courts will hold the master liable. For this very reason, many such cases are settled by agreement out of court.



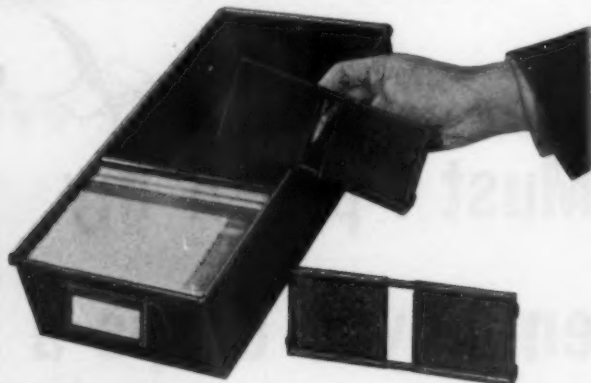
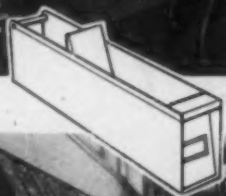
All this does not, of course, imply that the employee is not himself liable in law for the results of his own negligence. The fact that the boss may be responsible as well does not free him from liability. The reason why the boss gets sued is that the employee is so often not worth powder and shot. But he can be sued, and sometimes is.

What's more, an employer is entitled, in theory at least, to be indemnified by his servant in respect of any losses suffered by him as a result of that servant's negligence. But in practice, this is usually a hopeless proposition.

Incidentally, under the Truck Acts, you cannot recoup yourself by making deductions from your employee's wages without his consent.

As for my client, he was advised that if his case came to court, he would *probably* lose. But room for doubt gave him good grounds for bargaining. The other side eventually agreed to take fifty per cent of what they might have won. It was a classic case of the bird in the hand . . . . .

END



## PUNCHED CARD AUXILIARY EQUIPMENT

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(British Patent 721954)

DESK PULLING FILES—Sitting or Standing height incorporating the VISIBELL UNITRAY fitted with the POSITIVE V angled card controllers.

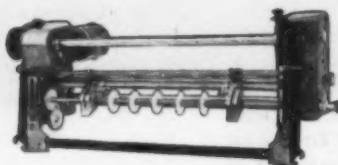
VISIBELL CARD SUPPORTS—40 and 80 col.

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# new



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See us on Stand 6 at the Computer Exhibition,  
Olympia, 3rd—12th October



## Growing a computer...

You're managing a successful business and you've heard that computers can help you reduce all that untidy paperwork, perhaps even save you a pound or two. Philpotts have one. Doing very nicely they say, but it's so fast that they're running out of work for it. They say it cost a packet.

Jenkin's Mail Order have had one for a couple of years but it's having to turn work away. They bought a small one and it's reached its limit, what with all the payroll, stock control and invoice problems they're asking it to do.

How can you think of buying one when you hear so many conflicting reports? But you feel you ought to be doing something about it—not just because it's the 'OK thing' to buy a computer this year—but you've a sneaking suspicion that there might after all be something in all that talk about electronic data processing, high speed access times and ferrite stores.

After all, the days of the dabbler have gone; the people who are buying computers these days are hard-

headed business types and who would deny that you are a hard-headed type?

Down at Newport, Mon., they GROW computers for you, to any size you need. You can start with a compact thirty-thousand pounds job which ought to keep you happy for a while—maybe for a lifetime. Once you've got it and it's become a full-time member of your staff, you might find you need a bigger one. So you ring STC.

Your STANTEC COMPUTING SYSTEM grows by stages to fit your needs. No growing pains either.

It may be that your

# Stantec

system will grow until it's worth a couple of hundred-thousand! Yes that sounds a lot, but not if you consider that by that time it will have more than paid for itself.

Your business is bound to expand, so be sure the expansion is well controlled and use a STANTEC system which can expand at the same rate.

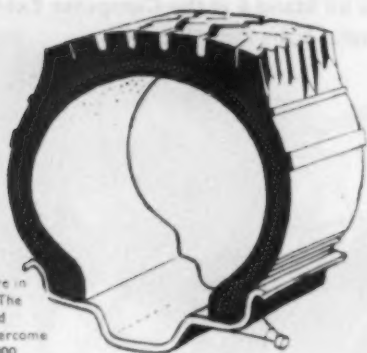


61/4L

OCTOBER, 1961

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## Factory Heating—2

It is impossible in this Data Sheet to describe in detail every type of electric heater on the market, but a representative selection is dealt with below. Each type of building presents its own problem, and the best plan is to seek advice from your local Electricity Board, who will always be pleased to help.

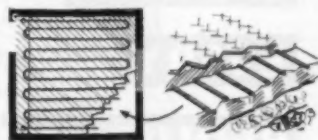
### 'OFF PEAK' ELECTRIC HEATING

Because the 'off peak' load makes use of generating and distributing equipment when it would otherwise be idle or underloaded, the Electricity Boards offer cheap 'off peak' tariffs. Three types of 'off peak' heating systems are available, namely:

(a) **Hot water storage heating:** This consists of a conventional hot water radiator or panel heating system through which hot water from a large storage vessel is circulated. The water in the storage vessel is heated electrically during the 'off peak', low-tariff hours and is circulated when required through the radiators or panels.

(b) **Block storage heaters:** These heaters consist essentially of a number of firebrick blocks which are heated up during the 'off peak' hours by means of suitable electric heating elements. The storage heaters are clad with a layer of suitable heat-insulating material and are housed in a sheet metal casing, the design being such that the stored heat is gradually dissipated throughout the day by means of radiation and convection. These heaters can easily be installed in existing buildings.

(c) **Floor warming:** In an 'off peak' floor warming installation, electric heating cables or ducts housing withdrawable cables are



Plan view of room      Isometric view of heating cable

For further information get in touch with your Electricity Board or write direct to the Electrical Development Association, 2 Savoy Hill, London, W.C.2. Telephone: TEMple Bar 9434.

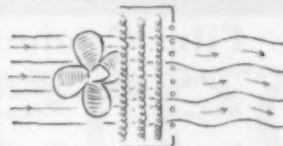
Excellent reference books on the industrial and commercial uses of electricity and reprints of articles and papers are available.

E.D.A. have available on free loan in the U.K. a series of films on the industrial uses of electricity. Film and Book catalogues and Publications List sent on request.

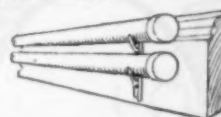
embedded in the concrete floor of the building. The cables are switched on and the floor is heated up during the 'off peak' hours, and the mass of concrete and screed of the finished floor has sufficient thermal storage capacity to heat the building during the period when current is not available. This method is only applicable to new buildings.

### DIRECT ELECTRIC HEATING

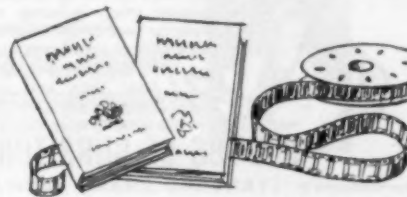
(a) **Unit heaters:** These consist of a bank of electric heating elements fixed in a casing on which is mounted a fan which draws or blows air over the heating elements and discharges it in the required direction. Such units are mounted on the walls or stanchions or hung from the roof members in appropriate positions throughout the works.



(b) **Infra-red heaters:** These consist of heating elements usually of the sheathed metal or silica tube type mounted in a polished reflector. They operate at temperatures from 700 to 900°C, and give off the greater part of their heat output by radiation. They are mounted overhead and are particularly useful for providing local areas of comfort in spaces not otherwise heated.



(c) **Tubular heaters:** These take the form of tubes approximately 2" in diameter containing an electric heating element and are available in lengths from 2 to 17 ft. The normal loading is 60 watts per foot run and the surface temperature is from 180 to 200°F. They are usually placed round the walls at skirting level, but also can be used at high level in order to prevent draughts.



# industry

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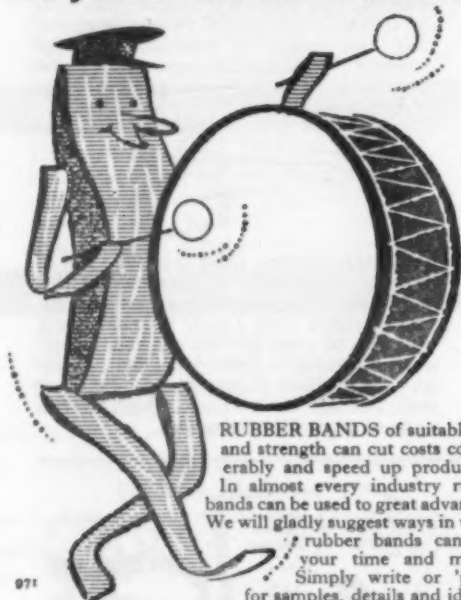
**Film Productions**

Camera House, Pink Lane, Newcastle upon Tyne, 1.  
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## reflected in the lens



## are you a RUBBER BANDSMAN?



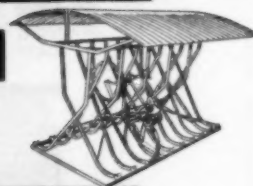
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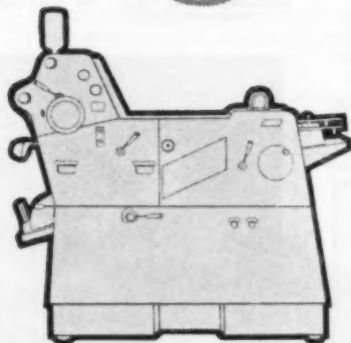
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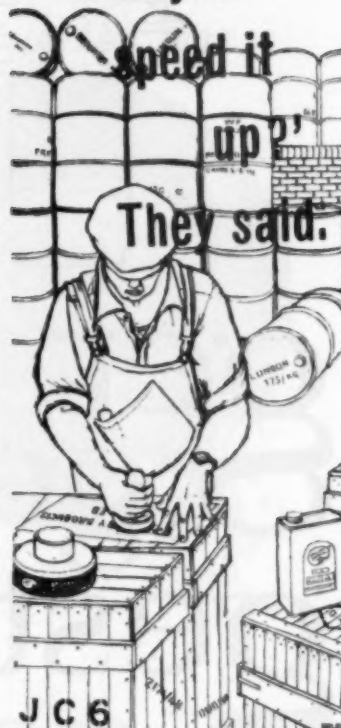
(Props: Rank Precision Industries Ltd.)

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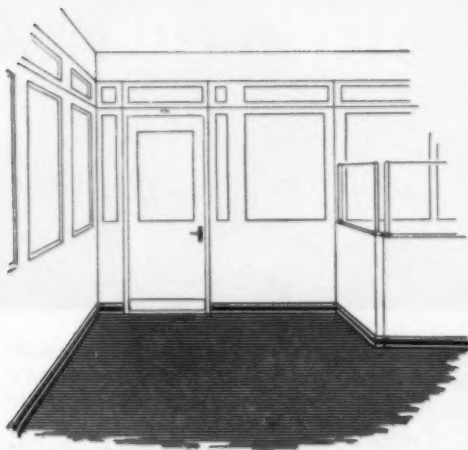
Please write to us for literature and details of your local Industrial Products Distributor or call at our Stand, No. N.5 at the Factory Equipment Exhibition (Earls Court, November 13th-18th).

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**fits any standard typewriter**



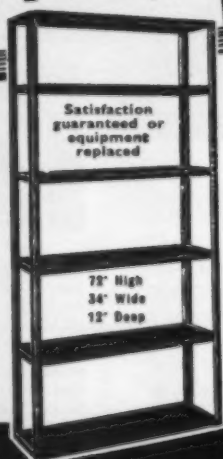
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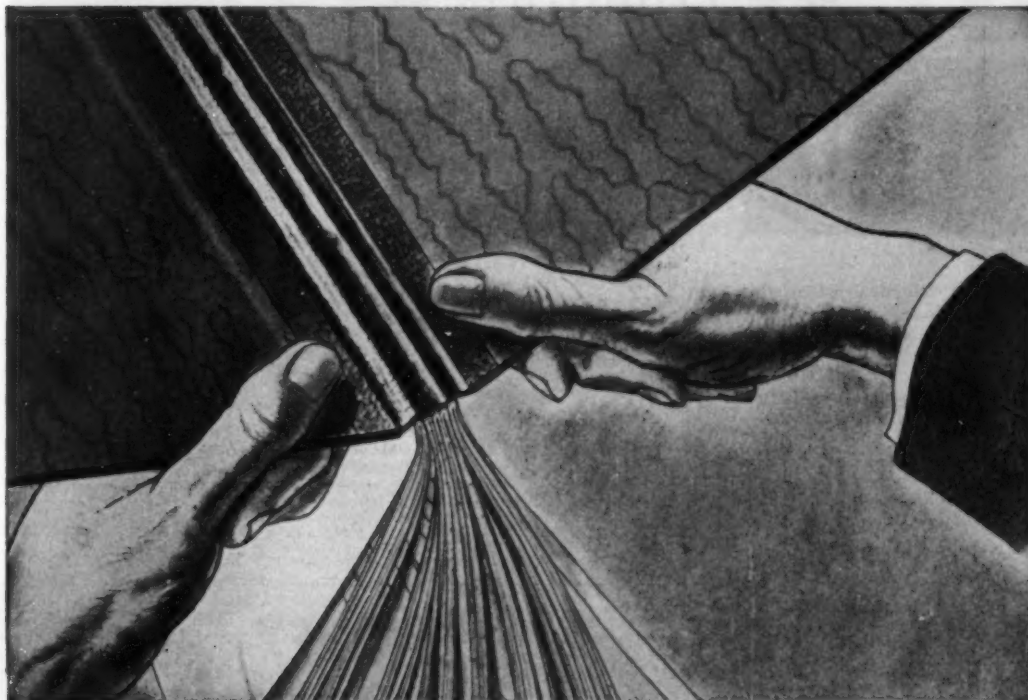
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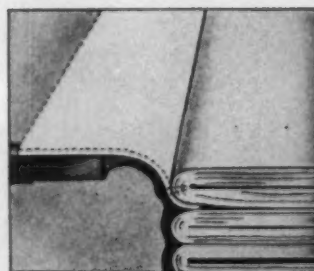
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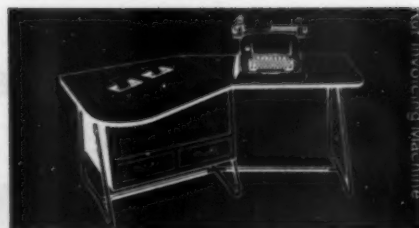
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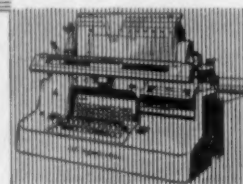
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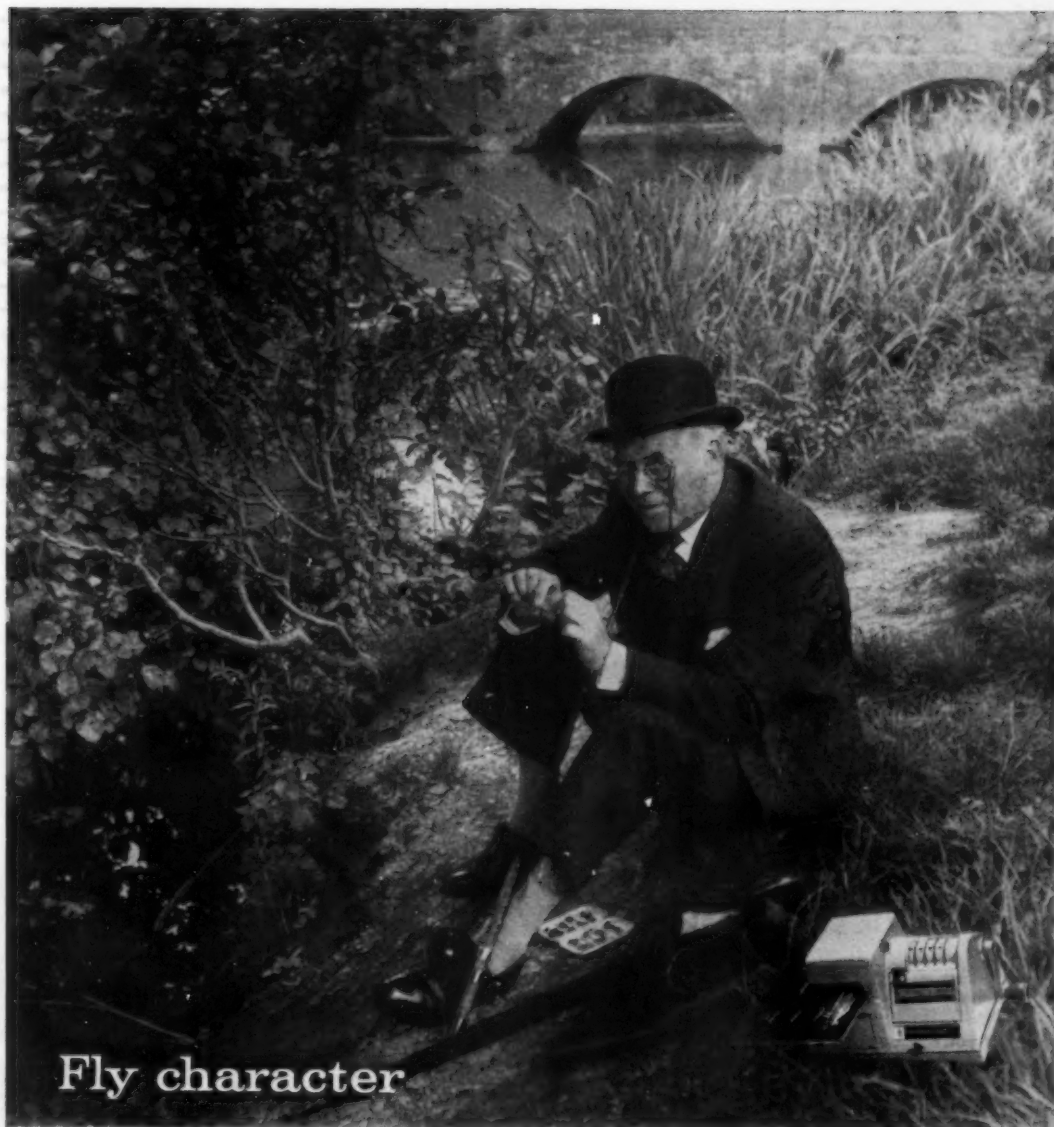
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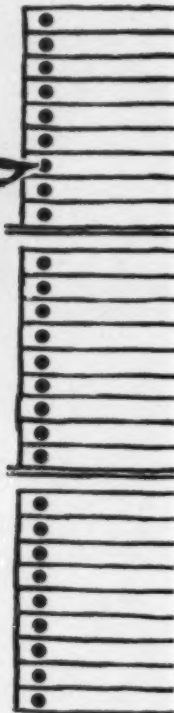
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three nines  
are twenty-  
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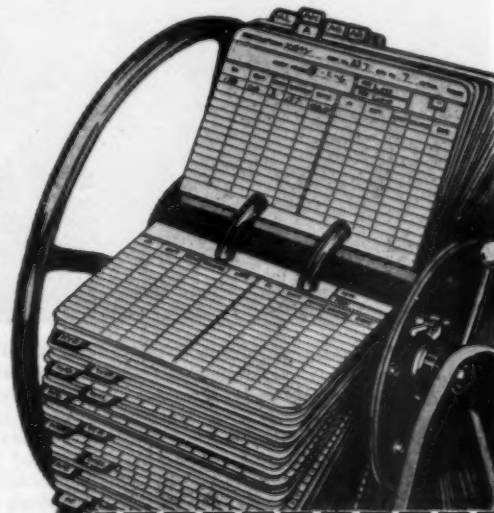
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For use of

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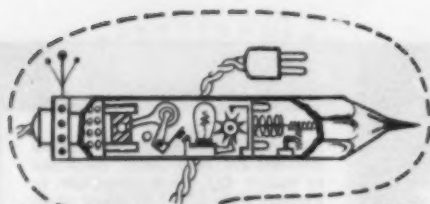
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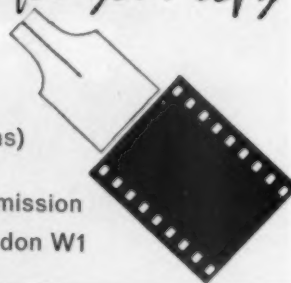
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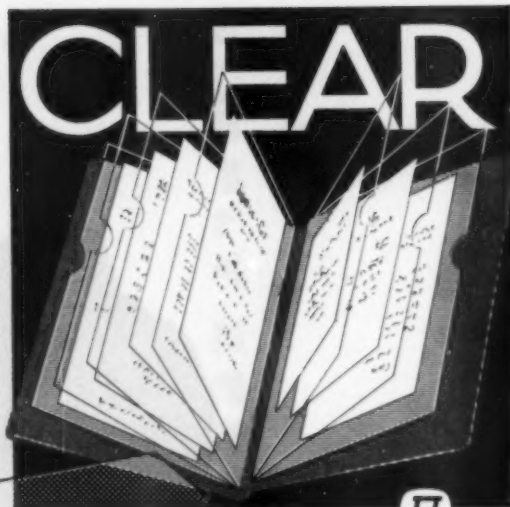
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Full details from

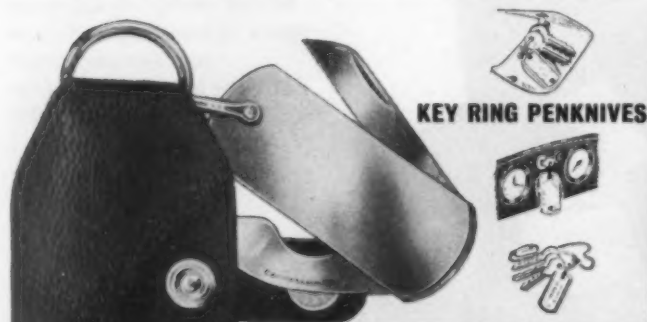
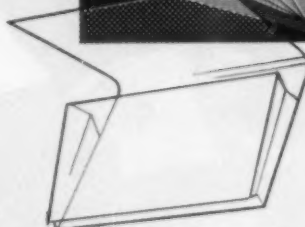
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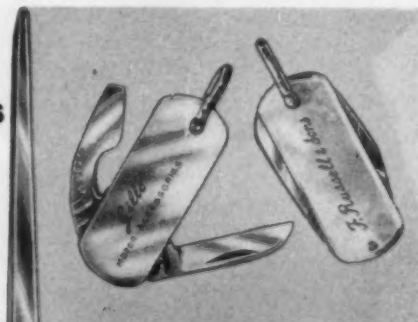
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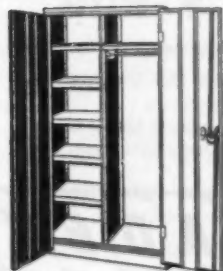
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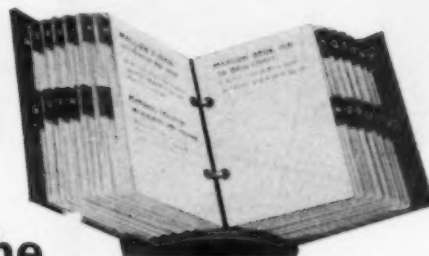
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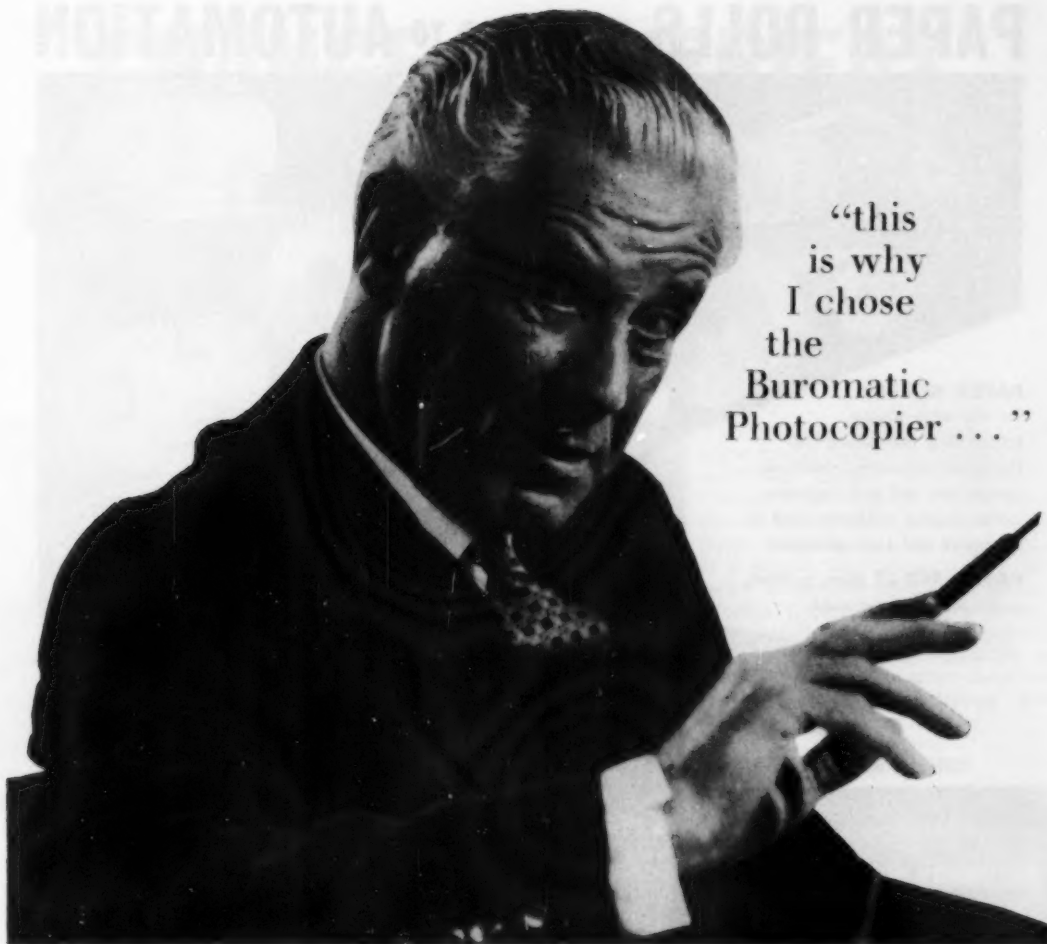
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BUSINESS





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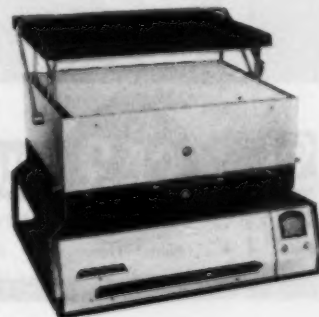
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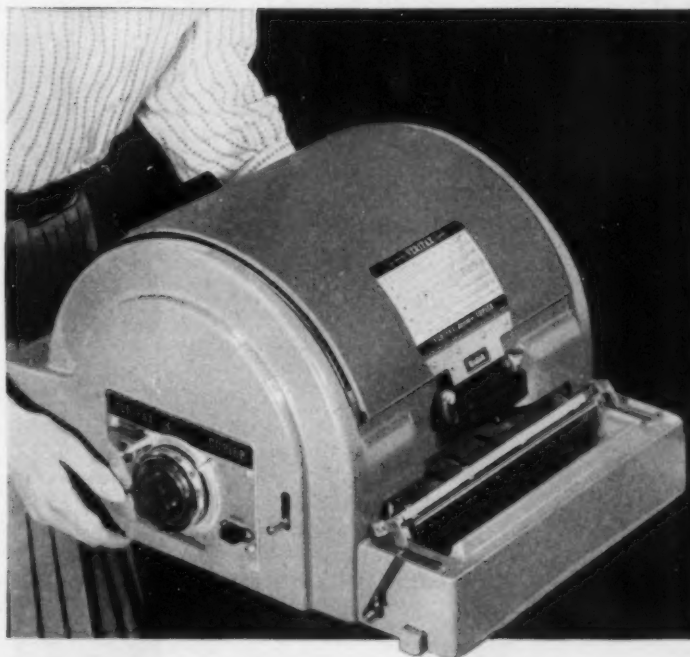
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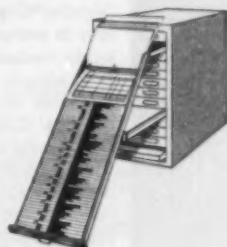
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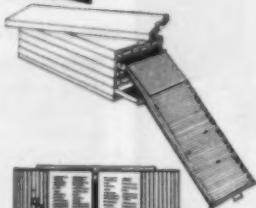
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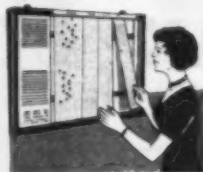
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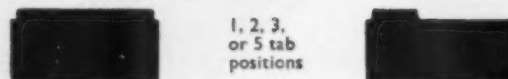
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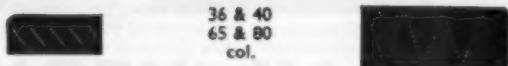


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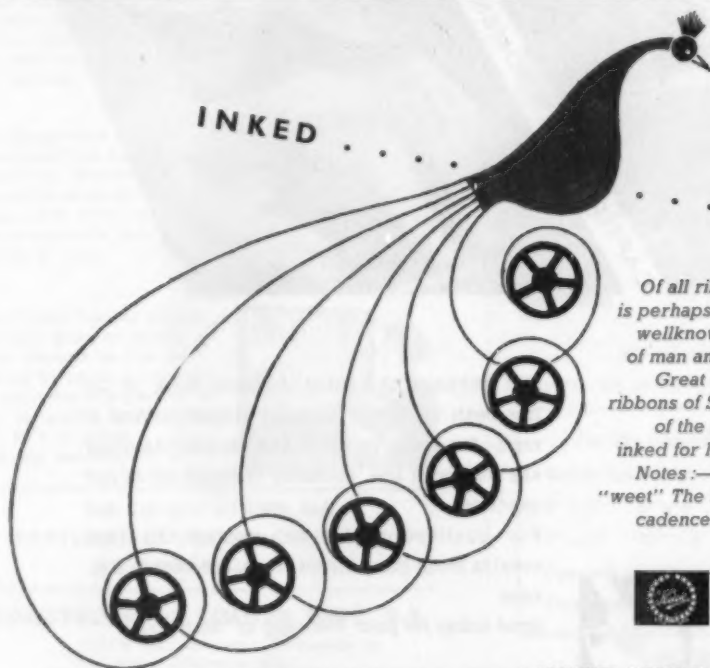
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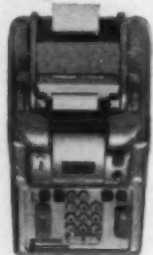
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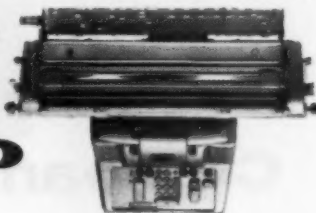
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CRC 47

## Why Older Men Are Sacked

**W**HY is it that one so frequently meets an older executive of 50 to 55 who has fallen on hard times, and apparently has been mercilessly dismissed by his firm? These cases rarely get into the headlines or into the courts, because firms usually pay at least three months' salary in lieu of notice, and refund all pension contributions from either side.

What are the main reasons for dismissing people of this age-group?

In my experience the most common reason is that the man gets 'uppity'. He becomes too big for his boots, and will no longer take orders. This most frequently happens when the boss is a younger man who has been brought in above him.

In some respects the older man has more ability at handling people, for he has had more experience. He has developed a smoother line of talk. But he was trained in an earlier period, and may be less up-to-date in professional or technical matters.

This lack of expertise alone is rarely enough to lose a man his job. But when his ability to handle people begins to exceed his ability to do his job professionally, when the normal incentive for controlling an executive – the prospect of a pay rise – no longer applies because he is not worth more, and when the normal sanction of dismissal appears not to apply because he feels he is beyond the dismissal age – then he can too easily become vain and uncontrollable.

Once an executive becomes uncontrollable, there is no alternative but to dismiss him. The example of his conduct spreads fast, particularly if he talks vainly about how he stands up to the boss.

By contrast, the man who can control his vanity in the later years is rarely sacked even if his abilities decline – though he may be transferred to less exacting work.

Nearly always, it seems, the reason for dismissing a man of 50 to 55 is his excessive vanity.

## Your Winter Programme

If you are 30 years old, you have only 35 winters before reaching the age of 65, when you may possibly retire. If you are 40, you have only 25 winters. Each of them is precious.

In temperate climates, winter is usually the most depressing season of the year. But it is very precious to a business executive, because it gives him an opportunity. After the summer months of holiday, sport and relaxation, the less favourable weather will turn his thoughts inwards to quite different problems.

It is wise to use every one of these precious winters to plan the achievement of some particular object. It may be to launch a new product, to study a new subject, to write or to paint. It may be to take up some new form of relaxation or social activity. What a pity to waste even one winter by not planning anything.



cies and perhaps advocating a new line.

This usually works like magic. Top management will take note of customers, for fear of losing orders, whereas they may delay indefinitely on policies advocated from within.

However, there are grave dangers in enlisting the support of customers against your own top management. One has to be absolutely sure that the policy advocated is a sound one. It must not merely meet your own wishes and those of the customers who support you, but it must also be economically sound for the firm as a whole. If it is not, then you will have been disloyal to the firm, dividing some of its customers against its own best policies. It is, after all, your responsibility to argue in favour of the company's policies and to sell on them.

END

## Can Your Customers Help You?

It is usual to ask whether you can help your customer. But perhaps he can help you even more.

There may be some new policy which your company should adopt, to improve its products or its service to customers. You may have been

advocating this policy for months or years without success. If you know from experience that this policy is important to your customers, perhaps you can quietly suggest to one or two of them that they write letters of complaint, criticising present poli-

by Tony Burgess

# *Men of Goodwill*





Much nonsense is talked about the practice of public relations. Partly this is the result of genuine misunderstanding, and partly the result of spurious claims by its more dubious practitioners. This article attempts to assess the positive role which PR can play in your business, to define what you may reasonably expect of it, and what you may not

**M**Y wife's two-week-new refrigerator had ceased to function and the dealer from whom we bought it mumbled vaguely about sending a man "sometime next week." In mild indignation I telephoned the manufacturer's public relations officer. "Sorry, old chap," came the even more surprising reply, "our dealers do get a bit busy at times, and there's nothing we can do about it from the factory."

What precisely had I expected of him? In the first place, I had expected that he would be seriously concerned about the dealer's attitude, and secondly, that he would get something done—quickly. After all, it was his firm's name, even more than the dealer's, that was in jeopardy.

Obviously, however, he is one of the many industrial PRO's who are hamstrung by not being given sufficient authority by their directors. This, in turn, indicates that the directors themselves are unaware of the real meaning and importance of public relations.

★ ★ ★

What then, is public relations? For a concise definition it is difficult to improve upon that laid down by the Institute of Public Relations: "Public Relations shall be defined as the deliberate, planned and sustained effort to establish and maintain understanding between an organization and its public."

The italics are my own, and emphasize what I consider to be the true nature of public relations. PR is not something that can be left to chance, but must be the result of a definite policy. Deliberation, planning, and continuity are therefore of the essence. For 'understanding' I personally would substitute 'goodwill.' The creation of goodwill, is the true aim of all PR.

PR, like most professions, has a jargon of its own, and many mistakes

are made by laymen in this field through the misuse or misunderstanding of technical terms. To clear the air, therefore, two further definitions are unfortunately necessary.

Publicity and press relations are terms which are often loosely used as being more or less synonymous with public relations. In fact they have quite distinct meanings of their own. The Press is one, but only one, of the possible publics for an organization. Therefore press relations is a particular branch of public relations. Its importance in any company will depend on the relative importance of the Press as a public for that company.

### Public relations begin at home

Publicity is the technique of making things widely known. It is therefore a tool of public relations, but by no means its only tool. Some of the confusion between PR and advertising arises from the fact that publicity is a tool which is used by both. But a common tool does not imply common aims.

Good PR has one absolutely fundamental prerequisite. Like the proverbial charity, it begins at home. Unless a company's internal relations are good, it is impossible to achieve good external, or public, relations. Alternatively, it could be argued that a firm's employees are one of its most important 'publics.'

A successful PR policy depends on the co-operation and loyalty of every member of staff. Dissatisfied or disgruntled employees do not make good ambassadors. So the first aim of the newly implemented PR campaign must be to ensure a happy organization. Only when this has been achieved should attempts be made to woo a wider public. A strike or the enforced 'resignation' of a

prominent executive is never good publicity.

Having defined public relations at some length, what can management expect from an assiduous attempt to cultivate them? The simplest answer to this is to say that management has a right to expect smoother relations with *all* the people with whom the firm has dealings. These include not only customers, but suppliers, dealers, employees, and other firms in the industry. Good PR certainly will not lessen the force of competition, but it should foster respect even among your rivals. Public relations properly regarded is a lubricant.

The approach to PR should be twofold. In the first place it should aim at the creation of a favourable image of the company in the public eye. Obviously the basis of this image must rest in its business dealings. The most elaborate PR campaign will not help a concern whose products are of poor quality, whose service is bad, or whose honesty is suspect. But given corporate integrity, there are a whole variety of activities which may enhance the firm's reputation. These may range from the sponsorship of a local baby show to the endowment of a hospital, from road safety posters on its vans to tours of the factory for local school children, and depend largely on the concern's resources and aspirations. Although apparently – or genuinely – altruistic, such activities will build up a fund of goodwill that should stand the company in good stead in times of difficulty.

### Truth will out

The second approach to PR must consist of smoothing out specific areas of friction when – or preferably before – they occur. In real emergencies those responsible for public rela-

tions must have sufficient authority to reverse a previous executive decision if this should be necessary for the good of the company's name.

It is time to state another basic principle of public relations: PR can only show a company for what it really is. It cannot alter a bad reputation if that reputation is justified. If there are aspects of your company's activities which would not bear the light of public scrutiny, do not try to use PR to whitewash them. Such attempts always rebound in the long run. Either keep very, very quiet, or mend your ways. Conversely, however, there are many firms with potentially excellent public images who are still hiding their light under bushels because they are not aware of the benefits that can accrue from a consistently pursued PR policy.

It is certainly not true that any publicity is good publicity (as the domestic oil-heater industry discovered to its cost a couple of years ago), but the opportunities for favourable publicity should never be missed.

We have shown then some of the things which management has a right to expect from PR. Now to list some of the things to which it is not entitled. To begin with, it has no right to expect that by employing a PRO and maintaining friendly relations with the Press (even backed by the occasional slap-up lunch) it will receive masses of free advertising. The reputation of a newspaper or magazine rests to a large extent on its impartiality, and it is not doing that reputation any good by handing out indiscriminate 'puffs' to sundry individual organizations.

### No pistols gentlemen, please

That is not to say that if your firm really has a story, then its name won't get mentioned. But don't bombard the Press with thinly disguised sales material, and blame the journalist for ingratitude when it doesn't get published. This approach only serves to antagonize the Press, which after all is one of your publics. Incidentally, it is no use calling such publicity matter a 'news release'—the journalist is as skilled at sorting 'news' as your buyer is at selecting the raw materials that you use.

While on the subject of relations with the Press it is as well to point out two other possible misconcep-

tions. In the first place a manufacturer has no right, moral or otherwise, to expect editorial mention in return for taking advertising space in a particular publication. A certain *quid pro quo* does sometimes occur and I should not like to condemn this practice outright. But it is best to regard such bonus advertising as a favour rather than a right. Unfortunately the economics of publishing in recent years have made newspapers and magazines particularly vulnerable to bribery or blackmail of this variety, but that is no defence. In any case, to force the editor of the local paper to give you a puff by holding the advertising pistol to his head is hardly good long-term public relations.

### The journalist knows his job

Secondly, some businessmen seem to think that by agreeing to talk to a journalist they acquire the right to vet his copy before it is published. This 'right' does not exist, in law or anywhere else. Most journalists who are not specialists prefer to have their proofs read by an expert to make sure that they have got their facts straight, but the journalist retains the right to publish the story the way he sees it. (This does not excuse actual libel, of course.) To attempt to browbeat a journalist into writing the story just the way you want it is, once again, bad PR. Perhaps it should also be pointed out that the journalist's job consists largely of arousing the interest of his readers—to this end his version of the story is likely to be more successful than yours.

One final word on how not to approach public relations. Do not expect that each and every piece of publicity your company receives will be eulogistic. Informed criticism has an important part to play in a healthy society. If your overall PR policy has been successful, one item of 'bad press' will not harm you. On the contrary, it may serve the useful function of pointing out an area of friction which might otherwise have remained undiscovered until real damage had been caused. In any case, the speed and method by which you deal with the criticism—an essential PR function—may well enhance your reputation still further.

If your company has not hitherto made a conscious attempt to cultivate

the goodwill of its public, and now decides that it should do so, how will it go about it? To begin with, it must be realized that public relations rest on a major policy decision, and must therefore emanate from the board room. The 'tell-the-assistant-sales-manager-to-do-something-about-PR' approach is worse than useless. PR is concerned with the public image of the company, and must therefore be under the close supervision of the men who guide its destiny in all other respects.

As for the choice between setting up a public relations department within the organization, or of specialized help or advice outside, the company can only decide for itself on its individual circumstances. There are advantages and disadvantages to both, and, for the larger concern at least, the final answer may lie in a combination of the two. The specialist PR organization has the obvious benefit of accumulated experience in many fields, but as a journalist, many of the best PRO's I know are employed by individual companies.

### Beware Charlatans!

Unfortunately, at this stage it becomes necessary to issue a word of warning. If you are thinking of engaging the services of a PR organization, beware of the many charlatans who have entered the business in the recent affluent years. There is no certain method of telling a sheep from a goat, but much can be derived from examining a list of the organization's existing clients. If these are of high standing, then the PR organization most probably maintains the best standards of the profession. Otherwise it only remains to make a few discreet enquiries of your own.

Also on the subject of choosing an outside organization, do not be misled by those advertising agencies who offer the services of a 'public relations department.' The functions of PR and advertising are entirely separate, and for each to be fully effective, must be kept so. Many of the most reputable advertising agencies offer this 'service,' but the situation of having PR subservient to, or even allied with, advertising should be avoided.

The reason for this rigid segregation can be seen most easily if we consider the effects which a mis-



**"No industry can prosper in a climate of bad opinion. If people think that a company is old fashioned; or is mean to its employees; or is arrogant and uncompromising to its customers—all these things will affect its future. And the power that is responsible is public opinion." Prince Yurka Galitzine, chairman of Galitzine and Partners.**

guided advertising campaign may have on public relations. Those responsible for a company's PR must always be free to report on the effects of its advertising—adversely if necessary. To put it in terms of company protocol, advertising policy is the responsibility of the sales director, PR the responsibility of the managing director or chairman. Advertising, however effective in the short-term, can hardly be considered good if it is having a harmful long-term effect on public relations generally. Therefore PR must always be in saddle.

An example of what was probably very good short-term advertising, but bad long-term PR was the recent advertisement for a new car which invited prospective buyers to "hurl it into the nastiest corner they knew." The product was a good one and, I know from personal experience, capable of meeting the challenge, but that did not prevent adverse questions being asked in the House of Lords . . . .

Firms in the process of setting up their own PR department usually find themselves faced with the question of whether to promote an executive from inside to take charge of it, or whether to recruit someone from outside. The argument in favour of an internal promotion is that the man chosen will presumably be well versed in all aspects of the company's activities. On the other hand, however, he will most probably have no background of PR work or journal-

ism. The man recruited from outside would normally be experienced in these fields. The final choice must, of course, depend on individual circumstances, but in general I would say that the experienced PR man is the best bet, providing he can rely on the co-operation of heads of departments for specialized information when he needs it. After all you would not promote a salesman, however good in his own sphere, to be head of a newly opened research laboratory, and organizing public relations is a skilled job requiring considerable experience.

### How much does it cost?

We come finally to the cost of public relations. For the firm setting up its own department there is little that can be said. Expenditure will depend on the size of the department, and the scope of the work which it is expected to undertake. But for the firm thinking of engaging the services of an outside organization, a general idea of costs can be given.

First, however, we must define a little more closely the kinds of services available. Firms in the public relations field fall into three categories. There are a limited number of consultants whose services are purely advisory. They investigate PR problems and recommend action for the client to put into practice through his own personnel.

Next there are the firms who offer a comprehensive service—also limited in number. These are qualified to advise on all aspects of PR, and in addition have the facilities to implement that advice.

Lastly there are the information and publicity agencies, without qualified advisory staffs. The scope of these firms, who make up the majority in the PR field, is usually limited to press relations. And by press relations they often mean merely editorial publicity in support of sales promotion.

The cost of a comprehensive PR campaign might average from £3,000—£15,000 a year. It is unlikely to cost less than the lower limit, but could well exceed the upper. Estimates for handling a campaign include a fee for advice, labour costs and overheads, a budget for out-of-pocket expenses, and a budget for information media (printed material, films etc.). Overheads of this type of firm are high, and the fee element is often calculated at three times the combined salary cost of all executive personnel engaged on the account. As mentioned earlier, a PR campaign must have continuity, and some agencies insist on a minimum contract of one, two or three years.

Pure advisory services base their fees on staff time required. This may be made up of an element related to the experience and standing of personnel working on the problem, a retainer for the exclusive reservation of a consultant's time because of the confidential nature of the work (this will be proportionate to the potential business thereby excluded), and a fair profit element for the firm.

Firms offering only information and publicity services normally charge a fee covering the supervision of the work and the staff time involved in press relations work (the latter calculated on a direct cost plus overhead basis). The total fee is usually double the salary bill of the personnel used.

In conclusion it only remains to reiterate that public relations is a field of activity beset with difficulties and dangers. But the rewards of correctly applied PR may come to rank among the company's most valuable assets. In view of the high costs involved it pays to think long and hard before entering on any line of PR activity, and to take advice from as many quarters as possible. END



## A Special BUSINESS SURVEY

by **George Copeman** assisted by Joy Larkcom

**Broadly, an executive's time is spent in two ways; on communicating with others by phoning, correspondence and meetings; and on creative work. The real secret of success is how to allocate time to do more creative work and at the same time be good at communications too**

**W**HERE<sup>1</sup> does the day go? From the moment you arrive in the morning until you leave the office in the evening, eight or nine hours later, you are flat out. And yet you never seem to get enough done. Sometimes you think you don't get anything done, though you have been busy all day.

You feel frustrated because you do not achieve the things that seem most important. You know that if only you could spend more time on them, this could bring substantial benefits to the firm, and perhaps to your career.

You are frustrated because, as an executive, you expect to participate in controlling events. But day by day you find that events are controlling you. They carry you along, you are at everyone's beck and call, your day seems to be spent continually in attending to other people's problems and not getting on with your own.

If this picture is slightly over-painted, it is also one which every executive will recognize. But what can he do about it?

To find out, I asked a number of executives to participate in a study of how they spent their working day. The aim was to search for those lost minutes which everyone wished he had at the end of the day. Where do

we go wrong? Do we spend too much time on some activities and not enough on others? Is there some way of organizing the day so that we can get more out of it?

### How the Survey was Conducted

For this survey, I designed an Executive Time Survey Sheet which could be kept handy on an executive's desk, and which showed the five working days of the week, from Monday to Friday, with the hours divided off from 8 a.m. to 7 p.m. Some notes for guidance in completing the form were attached, and the document was supplied in duplicate on N.C.R. paper, so that at the end of the week an executive who had completed the time sheet could keep the underlying copy for himself, and fold up and return the top copy to me. He would thus be in a position to compare his own time sheet with the results of the whole survey, when they were made available to him.

I obtained the co-operation of 58 executives in making this survey. This total of 58 compares with the 12 managing directors studied by Professor Sune Carl-



son in 1944 in Sweden\* and the 76 executives studied by Mr. Tom Burns of Edinburgh University in Scotland in 1956†.

Relatively few of Burns' men were top executives, whereas exactly half of my 58 executives were managing directors or other chief executives. The other half were departmental heads with a wide range of titles and responsibilities, from branch managers to company secretaries, and directors or managers in charge of functions such as sales, production, accounts, buying, research, engineering, personnel, publicity, marketing, works, and O. and M.

Two-thirds of the chief executives were in the age group 35 to 49, almost all the remainder being 50 and over. Two-thirds of the chief executives earn £3,000 or more, almost all the remainder earning £1,500 to £2,999. By contrast, half the department heads were in the age group 35 to 49 and the remainder were divided fairly evenly between the under 35's and the 50 and overs. Nearly 80 per cent of the department heads in the survey were in the salary bracket £1,500 to £2,999, two of the remainder being in the £3,000 and over class, another four earning less than £1,500.

Both Carlson and Burns were more concerned with studying the network of communications within a firm than I have been in this case. They were also more concerned – particularly Burns – with studying the relative amounts of time spent by executives on various functional activities, such as production, sales and accounting.

Not wishing to repeat their work unnecessarily, I have rather neglected both these aspects, and concentrated on assessing the amount of time spent by executives on each of the following instrumental activities.

Correspondence

Phoning

\* "Executive Behaviour" by Sune Carlson, (Strömberg, Stockholm, 1951).

† "Operational Research Quarterly", Vol. 8, no. 2, June, 1957.

Discussion in own office  
Visiting others for discussion  
Committee meetings, etc.  
Reading reports, etc.  
Drafting reports, etc.  
Planning future operations  
Lunch (including business lunch)  
Inspecting plant, establishments, etc.

This was found to be a fairly comprehensive set of headings, except that the heading "drafting reports etc." proved to be an inadequate description, as I wished to include under this heading all executive work other than future planning, which the executive did on his own, and which involved written work. A heading such as "Executive's own written work" would better describe the items volunteered by members of the survey and included under this heading.

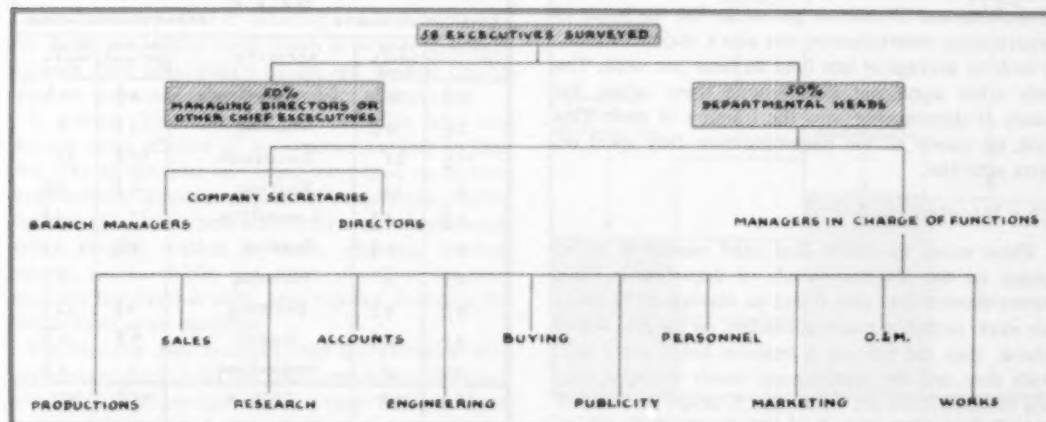
Those participating in the survey were asked to set down the types of activity in which they participated at various times during the day, and they were also asked to indicate by letters of the alphabet the types of people with whom they made contact. The following is a list of the various types for whom code letters were provided:

Customers  
Suppliers  
Superiors  
Colleagues of equal status  
Subordinates  
Mixed status group  
Executives running facilities such as service departments  
Professional outsiders such as bankers, accountants, lawyers and consultants  
Other members of the public

In addition to the regular activities listed above, which by and large most executives performed each week, certain other activities not regularly performed by most executives were listed by those participating in the survey. These were:

Training of staff  
Participating in a training course

FIG. 1. Types of Executives surveyed



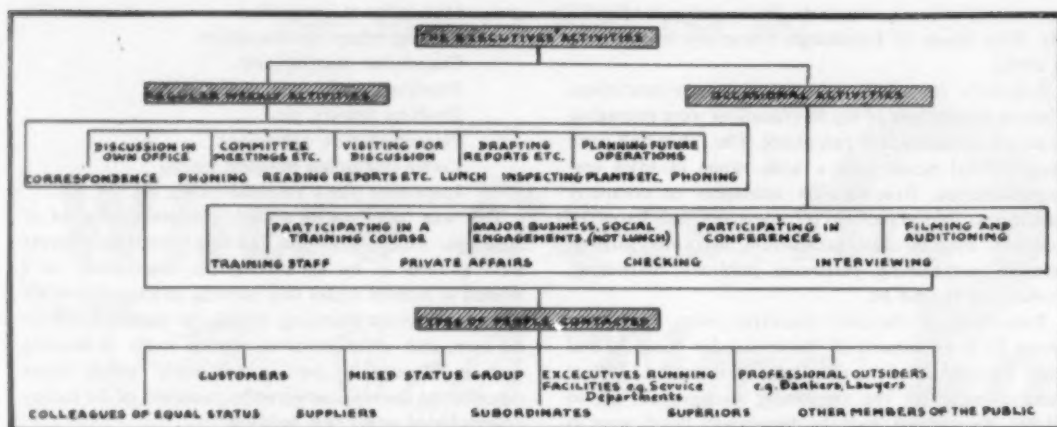


FIG. 2. How time spent was analysed.

Major business/social engagements other than lunches. (The survey was in fact conducted during Ascot Week, and one of the executives mentioned that he took an afternoon off to go to Ascot. Another took an afternoon off to attend the wedding of his former secretary.) Private affairs (particularly attending boys' school functions and looking after the affairs of elderly mothers.)

Interviewing (particularly by those executives who happened to interview a large number of job applicants in the week under survey.)

Checking (where a major audit or investigation was under way.)

Participating in trade conferences, exhibitions and sales conferences, even filming and auditioning.

Chief executives were found to spend an average of 3½ hours per week on all these additional activities together, and heads of departments an average of 1½ hours per week. For the chiefs, the major item was large-scale entertainment, which could take an average of an hour and 20 minutes per week. For the heads of departments, entertainment was also a major item, but it took an average of less than an hour per week. The only other significant item among these extras, for heads of departments, was the training of staff. This took up nearly all the remaining time they spent on extra activities.

### The Work Load

There seems no doubt that chief executives spend longer on the job than heads of departments. This survey showed that they spend an average of 53 hours per week, including business lunches, on the job. But of course, they did not eat a business lunch every day. Both they and the departmental heads averaged only one business lunch per week. The 53 hours per week of the chief executives include the 3½ hours spent on extra

activities, such as major entertainment and private affairs, and they include the 5½ hours spent at lunch. Even after allowing for both these, the chiefs worked a net 44½ hours per week.

Departmental heads spent an average total of 42½ hours per week on the job, and this became 41½ hours after deducting their extra activities; it came down to 37 hours after deducting lunch.

### How Time is Divided

Table A shows the manner in which the weekly work load of chief executives and departmental heads is split between their main activities. Both the average hours per week and the proportion of their total weekly time are shown.

There are some activities on which their scores are relatively close. Correspondence takes around 15 per cent total time in both cases. Phoning takes around 5 per cent in both cases. Discussion with superiors, colleagues

EXECUTIVE CHIEFS		TABLE "A"	DEPARTMENTAL HEADS	
Av. hrs. per week	% of week's time	ACTIVITY	Av. hrs. per week	% of week's time
17½	14½	Correspondence	6½	16½
2½	4½	Phoning	2½	6
11½	23	Discussion	10½	25
6	12	Visiting	2½	5½
2½	5½	Committee	1	2½
3	6½	Reading	2½	5½
4½	9	Planning	1	2½
4½	9½	Drafting	9½	22½
5½	10½	Lunch	4½	11½
2½	5	Inspecting	1	2½
49½	100	TOTALS	41½	100

FIG. 3. THE OUTSTANDING REVELATION FROM THE REPLIES

and subordinates takes around one quarter of total time in both cases, though slightly less than a quarter in the case of chief executives. Reading takes around 5 or 6 per cent. Lunch takes much the same time – around 10 per cent in both cases.

There are, however, some significant differences. Chief executives spend more time in committee work, which is to be expected, in view of their responsibilities for co-ordinating the activities of various departments. Chief executives also spend very much more time on forward planning – between three and four times as much time. This, too, may be expected, in view of their responsibilities for the future of the organization.

By contrast, departmental heads spend much more time – over twice as much – on drafting reports and other work on their own. This again is reasonable, for they not only have to implement the decisions of the chief and report on how these are being carried out; they also have to make proposals and recommendations on which decisions may be based.

Chief executives spend much more time visiting plants and other establishments than do departmental heads. This is to be expected, as their responsibilities are wider. A departmental head is closer to all those for whom he is responsible, and his "visiting" often takes place incidentally when performing other activities.

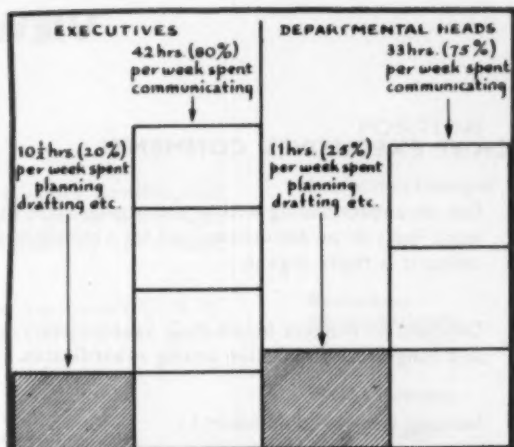
Surprisingly, chief executives also spend more than twice as much time in visiting other executives – sometimes their subordinates, though not always so. One reason is that a chief executive of a firm these days is very often a subordinate of someone at group headquarters. Thus the chief very often has to report to his boss.

### The Most Important Point

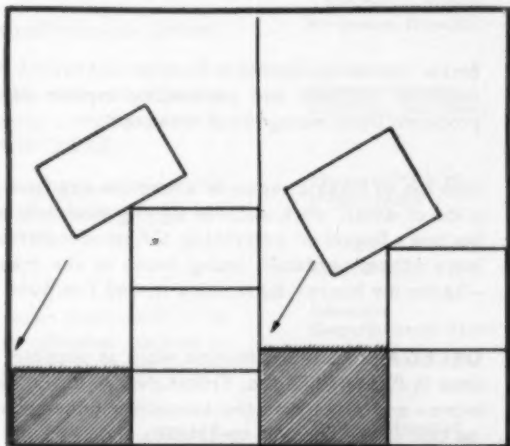
Perhaps the most important revelation of Table A is that chief executives spend only 18½ per cent of their total time and departmental heads spend an average of 25 per cent of their time on planning and drafting reports etc. – that is, creative work which is largely or wholly done on their own. Nearly all the rest of their time is spent on communications in one form or another.

It follows from this that the executive who can become more efficient at his communications so that they take up less time, can spend more time on his own creative work. By and large, a cut of between one quarter and one-fifth, in the time an executive spends per week seeing people, writing to them, phoning, reading reports, and so forth, can mean doubling the time available for creative work, and possibly doubling his effectiveness as an executive.

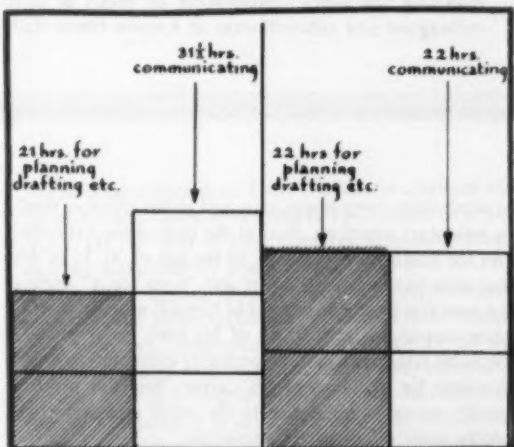
Equally, one may conclude that the executive who reconciles himself to the fact that communications must take up 75 to 80 per cent of his normal working hours per week, and who, because he is ambitious, decides



(a) The replies showed that a high proportion of time was spent on communicating with others



(b) If the amount of time spent in this way was cut by one-quarter for executives and by one-third for department heads



(c) Then the amount of time for planning would be doubled in each case

# VIEWS ON HOW TO SAVE

## CHIEF EXECUTIVES' COMMENTS

## POSITION

Get an understanding within the organization that executives and others don't 'butt in' on discussions 'just for a couple of minutes' to get a decision unless it is really urgent.

Managing Director

Delegate all matters below M.D. responsibility to subordinates and allow and congratulate initiative among subordinates.

Managing Director

Increase the day to 48 hours ! !

Managing Director

Planning on the open style of office layouts and first class inter-departmental communications.

Managing Director

Better trained personnel at foreman and branch management level with an employer outlook and personality capable of dealing with petty staff problems from management viewpoint.

Managing Director

One has to make a choice in a medium-size family business whether to do a lot of detail work such as signing mail and opening mail so that one has one's fingers on everything, OR to concentrate on major problems and leave others to detail, losing touch in the meantime. I try to do both - hence my hours - but I enjoy it, and I've done it for 38 years !

Managing Director

**DELEGATE** as much routine work as possible, and then spend available time in **PLANNING** (i.e. **THINKING AHEAD**) ! so as to **DELEGATE** even more - and make sure the executives under your control **also delegate** so that they have time to **THINK**.

Managing Director

Planning the work - delegating as much as possible. Readily available to colleagues and subordinates at known times daily.

Managing Director

to work extra long hours, can add to his creative work by voluntary overtime. Here is the case of the executive "on the make", who can see, at the age of 30, 35 or 40, that if he puts his head down and "goes for it" during the next five years, he will build himself a really worthwhile career - or a business of his own. In five years the habit takes hold, and he probably continues to work overtime for the rest of his career. But the process usually starts in his desire to do more creative work and be good at communications too.

This second broad conclusion from the survey is in fact confirmed by a perusal of the survey time sheets

themselves. Those executives who work extra long hours do tend to be the ones who devote additional time to creative work such as planning and drafting reports. In fact an appreciable amount of this creative work is shown as done in the late evening, usually at the office though sometimes at home.

## The Contacts Made

Table B (page 82) shows the frequency with which executives contacted others of various types. Separate figures are shown for chief executives and departmental heads, and in both cases the contacts with a particular



# EXECUTIVE TIME

## DEPARTMENTAL HEADS' COMMENTS

Breaking down the work into routine procedures where possible, and arranging each day into 'time packets' for each aspect of the work, with forward planning to avoid the routine being disturbed by last-minute panic measures.

Keep the number of executives at a minimum. Run permanent O. & M. Dept., constantly checking and controlling varieties to system that 'grow' from time to time.

Correct delegation of work to junior executives.

Fixed times for dictation and internal discussions where possible.

Visiting sales reps. to phone for appointment rather than calling on off-chance.

Use dictating machines. Have efficient telephonist-staff-location system. Travel by train or plane - not car unless driven.

Filter calls to the minimum. Set times for discussions with subordinates - if possible. Train visiting reps. to make appointments - not 'spec.' calls. Train own reps. and staff to make reports BRIEF AND CLEAR.

Adequate and careful planning usually results in saving a considerable amount of time otherwise spent following up on ad hoc decisions and needless emergencies which might have been prevented.

Be organized and methodical personally.

Grant schoolteachers the extra pay demand, *but* make them earn it by using half or more of their 'holidays' on compulsory refresher courses at the then empty colleges or universities - in an attempt to raise the education standard of our juniors.

1. Routine matters to be compressed into short fixed periods each day - other periods to be completely uninterrupted.
2. Casual callers to be seen at pre-determined times each day only (e.g. 10 a.m. and 4 p.m.).

## POSITION

Production Manager

Production  
Works Assistant

Works Manager

Sales Manager

Publicity Manager

Personnel Director

General Manager/  
Company Secretary

Manager/O & M  
Department

Director

Director  
Departmental Store

Branch Manager

type of executive are expressed as a proportion of total contacts made.

It can be seen that the figures are similar for contacts with customers and suppliers. Both the chiefs and the departmental heads make something less than 20 per cent of their contacts with customers, and something less than 10 per cent of their contacts with suppliers.

Contacts with mixed groups of various status levels are also similar, at 6 per cent in both cases. Contacts with the heads of departments supplying facilities are similar, at 4 per cent in the case of the chiefs and 3½ per cent in the case of departmental heads.

The biggest figures in Table B relate to contacts with subordinates. These are similar in both cases. The chiefs make 33½ per cent of their contacts with subordinates and the departmental heads 30 per cent.

The other figures show marked contrasts. Whereas departmental heads make 14½ per cent of their contacts with superiors, chief executives make only 1½ per cent of their contacts with superiors. As already mentioned, some of the chiefs have superiors at group headquarters, but by and large it is to be expected that they should make less contacts with superiors than do departmental heads.





















EXECUTIVES		DEPARTMENTAL HEADS
     	CONTACTS WITH COLLEAGUES ON SAME LEVEL	   
    	CONTACTS WITH PROFESSIONAL ADVISERS OUTSIDE FIRM	 
(EIGHT)	DIFFERENT ACTIVITIES DURING THE DAY	(TEN)
	CONTACTS WITH OTHERS OUTSIDE THE FIRM (NON PROFESSIONAL)	 
EVERY 8 MINUTES	INTERRUPTIONS	EVERY 12 MINUTES

FIG. 4. Some comparisons

One of the surprises of this table is that chief executives claim to make relatively more contacts with colleagues on the same level than do departmental heads. I made a separate check of the time sheets to see why this should be so. There seems no doubt that the reason is a "democratic streak", or perhaps a "lonely streak" in chief executives, which causes them to think of people with whom they have intimate discussion of business matters as colleagues on the same level, even though some of them are chairmen, and hence strictly are superiors, while others are fellow directors who are really subordinates.

Chief executives are in a better position to "enforce" regular consultation with colleagues on the board. So it is perhaps not so surprising after all, that they should in fact have more consultation with colleagues than do the departmental heads below them.

Nor is there cause for surprise that chief executives make twice as many contacts with professional advisers outside the firm, as do departmental heads. But they have less contact with other outsiders. Their incoming telephone calls are probably better screened.

### Working Without Interruption

It was found in this survey that chief executives participate in an average of eight different activities during the day, and departmental heads in nearly ten. Thus a typical chief is able to spend something over an

hour on each activity without major interruption (other than casual phone calls), while a departmental head spends something less than an hour. Carlson's Swedish survey showed some chief executives being interrupted in their work in some way, on an average every eight minutes.

Interruptions are undoubtedly one of the curses of executive life. Unless a man can settle down to a longish, unbroken period, with or without colleagues, it is difficult for him to get any major planning operation under way.

On the other hand, the need for communication between executives in the day-to-day running of a business is so great that it is difficult to avoid having continuous interruptions at least for part of the day. Much time and trouble is saved when an executive who merely wants a small piece of advice or a decision from a superior or colleague, or who wants to issue a quick reminder or instruction to a subordinate, can get straight on to him on the telephone or pop round to see him.

There are in any case different types of executive work with different "interruption requirements". Any work which has a professional content on which colleagues may have to consult continuously, may actually be improved by repeated interruption, enabling the team to co-ordinate their work and help each other along. On the other hand, wherever an executive is in charge of a discrete unit of an organization, for which he alone provides the main professional initiative and takes the main executive responsibility, uncontrolled interruptions may make him the unhappy servant rather than the master of this situation.

### Ways to Save Time

Those participating in the survey were asked to make suggestions on how executive time could be saved. The most striking suggestions covered the problem of how to avoid excessive interruptions.

One point made repeatedly was that it paid to work late, after the rest of the office had gone home, in order to deal with work which should not be interrupted. As one executive, a sales manager, put it, "An hour after shut-down yields as much as three hours on routine work."

Starting early is another way out of the same problem. Working through the lunch-hour is yet another.

TABLE "B"		
EXECUTIVE CHIEFS		DEPARTMENTAL HEADS
% of total contacts	TYPES OF CONTACT	% of total contacts
19	Customers	17½
9	Suppliers	9
1½	Superiors	14½
16	Colleagues	10½
33½	Subordinates	30
6	Mixed Status Group	6
4	Service Dept Heads	3½
9½	Professional Men	4
1½	Other Members of the public	5
100	TOTALS	100

However, these suggestions run away from the problem, even though in one sense they solve it. An executive may have to work late when he has a lot of extra work to do, but he should not have to work late merely in order to get away from the rest of the staff. Hence it is not surprising that several executives suggested that one way of saving time is to have regular periods when subordinates report, and to restrict interruptions at other times, unless the matter is really urgent.

But even if you are successful in controlling subordinates, preventing them from popping in and repeatedly interrupting, the unannounced call of a colleague can be just as disturbing. One suggestion for dealing with this, which I have seen in operation and which was also mentioned in the survey, is that colleagues should meet regularly and informally every day to exchange information. An executive dining room is sometimes useful for this purpose, but sometimes it is better for executives to have morning coffee together. When they do this, they develop the habit of saving up matters for mutual discussion until they meet, rather than disturb one another at other times.

There is no sure way of controlling the superior who pops in and interrupts work. One can give him hints, but who wants to? You are more likely to worry if he does not call on you than if he does.

## The Basic Need for Training

A stock answer given many times to the question: How Can Executives Save Time, was to delegate more and more routine work to subordinates. This is more than a truism. Even the executive who believes thor-

oughly in the need to delegate, must continually be asking himself whether in fact he has delegated all the jobs possible.

The limits to delegation are set largely by his own abilities at recruiting and training suitable subordinates, and his ability at thinking through his problems to see how best they may be solved, and which parts may be successfully handled by others. In the words of one managing director: "A considerable amount of my time is spent in discussion, which leads to decision-making on my own account, or helping others to arrive at their decisions. This time could be cut down if all the individuals concerned (myself included) were more competent in sorting out the problems involved, and had greater ability to think, and so arrive more quickly at conclusions."

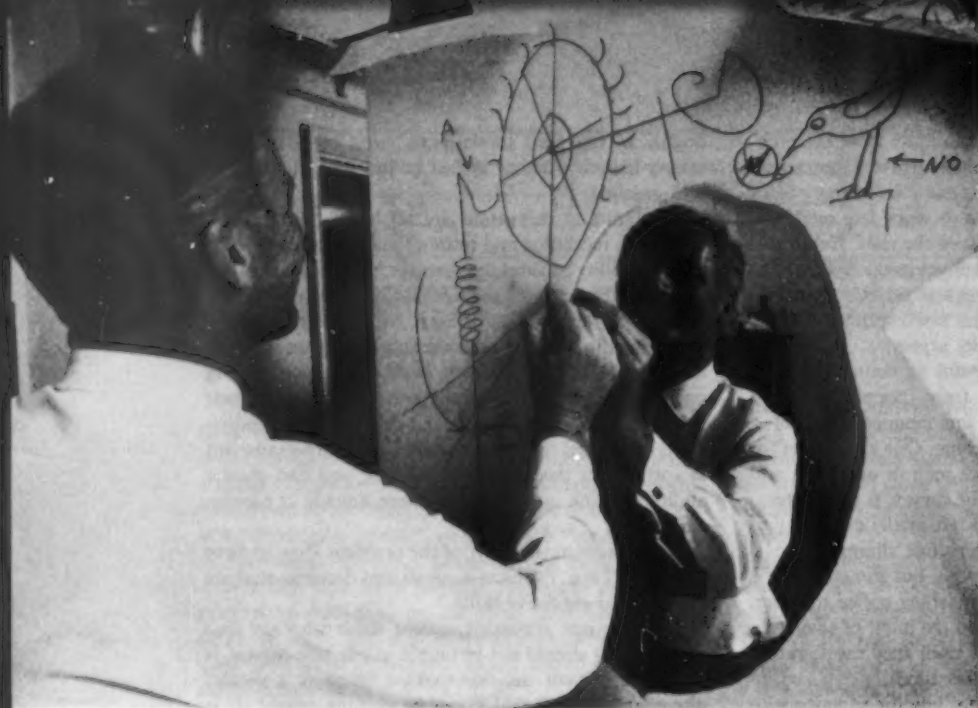
This is truly at the heart of the problem How to Save Executive Time. Problem-analysis and decision-analysis are essential executive skills.

The strongest argument against those who say that management should not be taught at our universities, is that management decision-making alone is a mental discipline and skill which can be usefully taught. It is different from the inductive reasoning of the scientist, and different from the logical analysis of the philosopher. In the course of time it may be recognized as a process of thought at least as important and as precise as either. There is no doubt that more research needs to be done on it, and more training in its essential discipline.\* This above all can save executive time. END

\* See Peter Drucker's "The Practice of Management" (Heinemann, 1955, for a succinct account of problem-analysis and decision-analysis)

FIG. 5. Suggestion Chart for saving time

SUGGESTION		REMARKS
IT PAYS TO WORK LATE		SHOULD NOT BE NECESSARY, BUT ONE HOUR CAN YIELD AS MUCH AS THREE HOURS ROUTINE WORK
START EARLY		
WORK THROUGH LUNCH HOUR		
VISITORS E.G. SALES REPS MUST MAKE APPOINTMENTS		
FILTER PHONE CALLS TO A MINIMUM		ESPECIALLY INCOMING
INTERRUPTIONS ONLY IN CRISIS		
REGULAR PERIODS WHEN SUBORDINATES REPORT FOR ROUTINE DAILY ALLOCATIONS		THIS FORWARD PLANNING AVOIDS LAST MINUTE PANIC MEASURES
COLLEAGUES MEET REGULARLY AND INFORMALLY EACH DAY		PERHAPS AT COFFEE
TRAVEL BY PLANE OR TRAIN IN PREFERENCE TO CAR UNLESS DRIVER		USE TRAVELLING TIME FOR WORKING
PLAN OPEN OFFICE LAYOUTS AND FIRST CLASS INTER-DEPARTMENTAL COMMUNICATIONS ALSO USE MODERN TIME SAVING EQUIPMENT E.G. DICTATING MACHINES		CUTS INTERNAL COMMUNICATION TIME
DELEGATE MORE ROUTINE WORK TO SUBORDINATES		ALLOW AND CONGRATULATE INITIATIVE
RECRUIT AND TRAIN SUITABLE SUBORDINATES		INCREASED EFFICIENCY SAVES DISCUSSION TIME
INCREASE COMPETENCE OF OTHERS AND SELF IN SORTING OUT PROBLEMS INVOLVED		TEACH MANAGEMENT DECISION MAKING AS A SUBJECT IN COLLEGES.



*Using his studio mirror as an easel Emmett's designs begin to emerge*

# Emett Through the Looking-glass

The animated designs of artist Rowland Emmett have resulted in a highly successful one man export business.

Here he talks to Alan Bartleman

*As an artist, do you think that your work, after commercialization, is any different from your original art?*

Well that's a difficult question to answer really. There are a lot of circumstances that come into it. I think by and large no. A problem is a problem and if you tackle it and solve it to the best of your ability, that in itself provides the answer.

*Did you envisage having to adjust yourself to commercial life?*

Oh yes, I think so. I think one's

got to. There are very few artists who can start off without any backing and go on with pure art, and go right through with it. I certainly could not.

*Your art has become a form of cultural inheritance in this country. What made you think that the same form would be a success in America?*

I have never thought very much about it, certainly not at the time. The point is I have forgotten how it ever did start. The third dimensional stuff began here, then we had the idea of an exploratory tour of the U.S.A.

*How much of your success in America has been due to the novelty or Englishness of your product?*

Oh everything. They have a great affection, although they perhaps try to conceal it at times, for things English – and also inherent in the American mind is this love of intricacy and things to a small scale. I think that is what tickles them.

*Could similar success be afforded to any British manufacturing concern or British product?*

If it's good I would say yes. My



own thought is that any good English product, if it has some difference over others, that sets it on one side.

*Unique, you mean?*

It helps. But I don't think that is the main thing. Though I do feel that from what we have seen and learnt in the States there is a great appreciation of all things from these islands. It stems from all sorts of things. I think it's mainly quality. Whether they like to admit it or not there is a great affection for this part of the globe. They all feel that they have come from here anyway.

*If this is your impression then why is it that manufacturers here have not generally achieved real success?*

I don't know a great deal about business myself but I would say from what little I have gathered that they are not trying enough and they have not given the export angle sufficient thought. It is something that has got to be gone after. It cannot be dealt with haphazardly.

*Therefore, in your case it is not only the artistic value of your product but the commercial dynamism?*

I think with my things, as far as I can ascertain, the three dimensional things are an extension of my drawings which, fortunately for me, have gone down very well over there. This, with what they describe as nostalgia.

*Nostalgia - that is descriptive from the American point of view. Perhaps it's the 'nostalgia' element about your work which sells it.*

This sort of thing is apparent in my work because it is always 'pitched' in earlier times and I think that a lot of people particularly Americans, and particularly the more streamlined and go-getting ones, have secretly a hankering after times which were a little more easy-going.

*You have obviously had diplomatic success. Do you feel that Americans are willing to do business with ourselves more so than other competitors?*

I do feel that, providing the goods are right: and by what I have seen over there most English goods can hold their own.

OCTOBER, 1961

*Do the Americans regard you as something unusual being an artist, or simply as an English businessman?*

I don't know, a little bit of a myth I think. And they are tickled to death to find that it walks and talks.

*Then do you think this is possibly the secret of your success, as I said earlier?*

I like to think otherwise but it is possible. Yet in a little way that is mixed up with what I was saying earlier on. There is something about it which appeals to them, of another age if you like which is outside their own everyday experience. It may be that they like to attach this as well to the perpetrator of the product.

*Is your art a projection of your personality? When we see your drawings, or your mechanisms, is this the Emett personality or are you trying to depict life as you see it?*

It is how I see it. I can be as streamlined as the next person. I think of all sorts of things and wonderful shapes and then when I come to do them and start on it they begin to get little quirks about them which seem to be leading me back about 50 years and they go that way. Not all of them, but there is a something about them; it is not a matter of 'pitching' them back to get a cheap laugh.

*What percentage of your art is due to the appreciation of form and what to the appreciation of mechanics?*

It is all bound up together because the form is dictated by the mechanics.

*Are you an engineer?*

Only by desire and proxy, if you like. I have never had a training in that direction although during the war I did a fair amount of queer things with regard to aircraft design. Although I have had no training I seem to have an instinctive idea about mechanisms and movement - I've never been worried about it. When I set these things out it always seems to come off. Some of my earlier things which I did not make myself were almost too perfect. I believe that with my things people think that every breath is going to be its last but it isn't so. They go on, and on, and on.

*When you have finished your construction, is it that shape because of the form you have envisaged or because of the mechanisms which it hides?*

It is that shape because it was thought of like that. A lot of people have an idea that with my things you can go on adding bits to infinity and hoping for the best but I can assure you that it isn't so. I begin with a basic drawing which is very free - not a machine drawing, and I think in every case from start to finish there is very little difference. It always has that first thought which is the result of thousands of thoughts. My chief difficulty is not to get side-

*"... a love of intricacy and things to a small scale"*



tracked into the clever mechanisms which possibly would not fit.

*In this country we recognize your work as good art, but do the Americans see it as something simply humorous?*

They do not miss the art, they appreciate the smallest detail. They stood for hours at the British exhibition and they would not move.

*Therefore have you exported art or a unique piece of British individualism?*

I like to feel that it is art overlaid by this individualism, and that the primary thing is that it is a painting that is three dimensional and it so happens that it works. But I think that they would stand on their own, even statically, as designs.

*What advice would you offer on the subject of exporting and what is the best way of going about it?*

I know that a man with something to sell could write a thousand letters to sell a product, but if he went by himself and personally met people he could sell it personally when the thousand letters would do nothing.

*Is he selling the product or is he selling himself?*

He is selling his product through himself. And it is the personal pride of going oneself.

*That is when the Englishman arrives in the States; but which is the best thing to get him off his hind legs and go to America to start selling? Particularly in the smaller business. Do you think the more personal or hand-finished the product the greater the opportunities are?*

Within certain limits, it depends on the product. They set great store by that which is not exactly hand-made but made in small quantities.

*Do you mean exclusive?*

Exclusive, yes. It is quite a thing with them. A thing that can be put over as exclusive goes a long way. I know very little about business but I think if some incentive be given to small or medium size firms in this country to explore and get over there and see what they can do I believe they would be successful because everywhere we have met this desire to have English things.

*What have the Americans said to you of British products?*

They are looking for something new the whole time. Anybody who has something which they consider new should go with it to America, and handle it personally.

*When did you start business dealings with America?*

At the Punch Exhibition in New York in 1952, and we were astounded to receive commissions from many magazines – and we received top prices. So the following year we thought we would risk about a thousand pounds to stay in New York and discover who might be interested in the drawings apart from magazines. As a result of that trip there were Emmett wallpapers and fabrics, and for the first time we tried to get into the Christmas card market but we did not succeed – we have since. When we tried again for the Christmas card market we put out a new line of humour for a company producing 6 m. greeting cards a day.

*What is your immediate programme for the Americas and Australia?*

Well this is, of course, a secret. The models which have already been seen at the British Exhibition are so well liked that we intend to have them in every city in America. To start mainly with the eastern seaboard they will be booked into the large department stores first but gradually we shall personally visit the biggest department store in each city and get the models booked.

*How long do you intend displaying your models in Australia?*

They went out in March and they return in November. They have toured with the David Jones group of Sydney and the Myers Emporium of Melbourne with the greatest success.

*Is there any Continental interest?*

There was a British week in Brussels and our model, the Emmett Ideal Home was booked for four week's but it was such a success it was kept for seven weeks. We intend to take them further into the big cities of Europe but there are only two of us, my wife and I, and, as we intend

to keep the whole thing personal, it will take time.

*Do you intend keeping your business on an entirely personal level?*

In the main, yes. I feel that to expand such a thing as this, one would not be doing a model or a design because of an idea which you felt inspired to develop but merely because you have a contract from somebody or other. The thing would immediately become too commercialized and in my opinion would lose the very thing that gives it its charm. That is its amateurish feel.

*Therefore with this advice a small manufacturing company exporting under the tag of exclusiveness would destroy their export potential by expansion?*

Yes, I am saying this in respect of my own products but it can hardly be considered at all general.

*Then speaking generally, what advice or important facets of exporting would you underline for the British manufacturer?*

The service must be exceptional, trouble free, and you must think of the customer the whole time.

*Can you apply this to your product?*

I listen implicitly to a customer because, after all, the commission that you have got has to fulfil a specific need. It is wanted for some specific purpose, an exhibition, or to put over some point of a client's business. I can't hear too much of that, but although I am not bound by it I have to absorb it and it makes my background. When I know what the thing is going to do, then the wheels start to turn and we begin to get what is wanted. I am now able to do this without losing integrity and still able to agree with the client's idea.

*This does not result from American demand?*

Oh no. In point of fact I have fewer demands from the Americans anyway – there I practically always have an open book.

*You have in fact become an export 'tool' for other British manufacturers?*

I should very much like to feel that I'd helped a bit in this way. **END**

# Lease Your Plant — or Try H.P.?



*More and more contractors are now leasing and hiring their machines*

Obtaining heavy industrial plant on lease or by hire purchase is the latest American idea to take root in this country.

A number of finance houses are now offering wide facilities in this connection

**L**ONG-TERM leasing and hiring of industrial plant is causing a quiet revolution in British industry. This last year has revealed a widespread interest of the business community in the new ways of obtaining finance denied them through the more conventional channels. If the number of firms which are showing an interest is any guide, then hiring and leasing are here to stay.

They are not new. In various forms they have been used in this country for many years. Cars and lorries are two well-known business requirements that are frequently hired. Due to the special nature of its organization, the boot and shoe industry has long been a major lessee of equipment. Various finance houses have also loaned money to buy equipment as part of their normal function, but this help has been limited both in scope and period. But last year schemes with greater flexibility and bigger potential were introduced.

Some of the inspiration has come from the United States where similar schemes have been operated for several years on a far larger scale. But there has also been a fundamental difference in the way in which the various schemes have been financed.

**by Gwilym Jones**



*Several companies buy themselves the latest outdoor equipment—then leave it around to rust*

In the United States the banking system is much more closely associated with the industrial world than it is here. Banks there are more willing to take a risk. They often finance business deals solely on the basis of a contract. This permits manufacturers and traders to meet their obligations, either by purchasing goods and supplies or by leasing plant.

At first, the emphasis was on manufacturers working through agents, but now leasing has been raised to a highly specialized business financed by the agents themselves.

A survey undertaken in the U.S. as far back as 1958 showed that two

leading companies had over 30 million dollars out on existing leases, and many other companies were entering the market in a very big way. Real estate, aeroplanes, and all office and industrial equipment figure prominently among the goods on lease. The electronic and computer industry, which has grown with amazing rapidity since the war, is largely based on rentals. As prices vary up to a million pounds, this is quite understandable.

A more recent investigation has revealed that some independent companies exist solely by leasing equipment. Despite the natural reluctance

of a few companies to enter the market on the grounds that leasing would affect their basic business of selling, it has now grown too large for them to ignore. Latest estimates put the value of goods leased at 1,000 million dollars annually.

## Safety and security

No such claim can yet be made for this country. The need for providing industry with other avenues of long-term finance has long been recognized, but so far little progress has been made. The raising of new loans was restricted through the Capital Issues Committee until 1958, and money from other sources was difficult to obtain. Every time there is a credit squeeze, the plans of many companies are adversely affected. The banking system itself has not yet adopted the role of provider of long-term money for industry. Safety and security have long been the guiding principles in British Banking and financial circles; they prefer to leave the risks involved in business to others.

For many businesses this rules out the hope of ready cash. Improvement has come with the advent of the new methods of providing long-term finance by leasing through Mercantile Credit and Astley, and the hire purchase scheme offered by Engineering Finance Limited, a member of the U.D.T. Group of Companies.

Mercantile Leasing have done much to popularize the idea of long-term leasing since they introduced their scheme in 1960. They propagate the idea that the use of a product is more important than its ownership (a view that is disputed by others), and they provide a wide range of goods to industry on a rental system. Once a firm has been accepted and specifies its requirements, Mercantile Leasing will purchase the goods and pass them to the client. The scheme operated by the Astley Leasing Company is similar, although they have provided money to buy contractors plant for a long time.

Engineering Finance Limited have a different approach and offer a different scheme. They feel that own-



ership of equipment is important, and and offer industry long-term hire purchase as an alternative. The normal period with this scheme is 10 years, but the period can be varied. There is, however, one important difference from normal hire purchase agreements. Charges in this scheme are tied to the bank rate, subject to a minimum. Many changes in the bank rate have taken place over the last 10 years, sometimes more favourable to one, then more favourable to the other. What this scheme attempts to achieve is to give the system enough stability to permit the hire purchase company to expand, and also allow the customers to benefit from whatever changes are made in the cost of money during the period of the agreement.

### Tax advantages

From the customer's point of view, both schemes offer a similar service, and the net cost appears to be about the same. The firms which lease goods offer a wider service than Finance Engineering, which limit their money to firms wishing to purchase productive equipment; they expressly exclude plant and vehicles.

This sudden interest in new methods of long-term finance arose immediately after the last credit squeeze. Increasing demand, rapid technical change and above all the need for more capital by the smaller and more rapidly expanding to keep abreast of developments created a demand for new forms of finance. The need for such outlets has been proved by the firm and positive response given to both schemes.

For the individual company, the result is the same, but each scheme has its own particular appeal and disadvantages. The arguments for leasing are precisely the same as for any rental system: you select what you want and pay according to the lease. Total rent is paid according to the period of the lease, normally five years. This time limit distinguishes leasing from rental. Single items of machinery are usually let on a shorter period. Where a wider variety of goods and vehicles are required, it is

possible to have a master lease prepared.

Balanced against the all-embracing nature of the scheme is the fixed lease term involved. Leasing companies have to assess their costs over a given period and charge accordingly: if there were a break clause, it would make their job of calculating a rent virtually impossible, and they might frequently find expensive goods on their hands they were unable to let. There is, after all, a major difference between renting a TV set and a power press shop. Such an arrangement also presents its own difficulties to the hirer. Should a company wish to terminate its agreement, no provision exists for it to do so. Once a commitment is entered into, it stands until the end of the lease.

There are, however, several tax advantages with leasing. The total cost of rentals can be claimed against tax, but as the goods are rented, investment, initial wear and tear allowances are not available: these are claimed by the Leasing Company as the owners. This is not the same with long-term hire purchase. The only H.P. expenses which can be claimed against tax are those relating to administration expenses and interest charge: this leaves the actual cost of the equipment to be carried by the firm, but as the period involved is normally at least 10 years, the actual demands made upon the company's reserves are not so great. An added attraction for the hire purchase scheme is its flexibility. A customer can terminate his agreement at any time upon the payment of outstanding capital and administrative charges. Given the present rather inflexible financial system in this country at the present moment, there is certainly room for more such schemes.

### Hire purchase

Industrial leasing and long-term hire purchase are the practical expression of two widely differing business concepts. Leasing, which had its roots in the United States, is part of their willingness to indulge in far greater risks, and the business community's preparedness to pay for the

chance. Vast new projects are decided on paper, everything depends upon the bank forwarding the money to permit the parties to meet their obligations, a practice they invariably do once the contract is signed. In this country, the approach is different. The bank will not touch long-term industrial finance, and Finance Houses choose their prospective customers very carefully before handing over the money.

To finance houses the basis of a company's standing lies in its balance sheet. Its permanent capital and fixed assets appear for all to see: what it rents does not exist as far as the scrutineer in the financial world is concerned. A company which is highly productive and profitable but rents its transport, buildings and equipment has few tangible assets to put in its balance sheet, and because of this has little chance of convincing some finance houses that it is a good investment.

Such thoughts are bound to enter the advice given directors by their accountants. Where emphasis is placed on a public company's balance sheet, £250,000 worth of additional equipment can often mean a useful addition in fixed assets, an increase that would be denied if the goods were rented. At the moment, leasing and hire purchase are primarily undertaken by the medium and larger companies, especially those who find their capital requirements have outstripped their budget. A further purchase of £200,000 worth of equipment is not allowed, but the rents or hiring charges involved are permitted because the annual expense is usually below the value of extra production or savings made.

All sections of the engineering industry are showing the greatest interest in the new schemes, followed by printing, office equipment and aircraft manufacturers, and customers range from manufacturers, contractors, through the service industries to administration.

Business is growing, and if the present pattern continues to closely follow the precedent established in the United States, then it has a future.

END

Office systems demand specialist salesmen.  
Here's how one firm overcomes the problems  
of recruitment and training

# *Play Acting Teaches Them How to Sell*

by Paul Steel

**M**OST companies recognize the need to give their salesmen some sort of training no matter how elementary. But relatively few companies in fact do train their salesmen "on the premises," preferring rather to send them to some centre or school of salesmanship to learn the basic facts about selling which apply equally to the sale of vacuum cleaners, boot polish, or insurance policies.

But this is nothing like good enough for Lamson Paragon, one of the companies in the Lamson Industries Group. For the planned, continuous and maintained effort which they put into the recruitment and training of salesmen they are probably unique, if account is taken of their size.

## **How Sales are made**

Lamson Paragon, whose headquarters are in London, are basically designers and printers of business forms. They also manufacture the equipment—for example various kinds of autographic registers and form feed equipment—which is necessary for the fast and economical usage of their forms. But although in

their factory they print paper and make machines they sell only one commodity: business systems. Unless their salesmen can devise a paperwork system which the client is convinced will save him time and money, the salesman has failed in his job. And that, of course, is where the training comes in.

Every client firm thinks that it and its circumstances constitute a special case and usually a special system must be designed to suit it. The entire proceedings commence with the representative encouraging the client to talk about his business and perhaps the kind of customer he sells to; how often; the range of products and so on. During this time the representative has taken copious notes of the special aspects of the situation and usually the initial interview closes with the request that he may now prepare a Lamson Paragon System Survey for presentation.

Meanwhile he does a considerable amount of "homework," calling on the experience of the Paragon Systems Service Department at headquarters. Then he calls on the clients firm again and presents his proposed

system and usually only the finishing touches remain to be added. The striking feature of the whole operation is that the role of the salesman, in the first place at least, is that of an information gatherer rather than an orthodox salesman. His training instils in him the principle that unless he can get his man to talk he cannot get started.

## **Selecting Salesmen**

Lamson Paragon have about 200 representatives on the road and it will be obvious that to maintain and expand this force they must have a planned continual recruitment programme. Some idea of the recruitment problem can be obtained from the fact that only about 4 per cent of applicants are acceptable.

There are several sources of recruitment: including advertisements in the press and the Ministry of Labour Appointments Register of which the firm thinks very highly.

There are four selection interviewers and the fact that labour turnover among salesmen stands at less than 3 per cent is a tribute to the efficiency with which unlikely candidates are weeded out. They are seen

by the Field Sales Training Manager, the Regional Sales Managers, and either the General Sales Manager or the Deputy General Sales Manager. Thus considerable expenditure of time and trouble by the company's executives is involved, especially where travelling is necessary, as is often the case.

But Lamson Paragon believe that recruitment is the most important single factor in building up a first class sales force, and that this expenditure of time is well worth while. Over the years a specialized interviewing technique has been developed by Lamson Paragon executive which is to all intents and purposes conducted informally, with a view to discovering the personality of the applicant and the latent qualities he may possess.

### The School

The very well equipped school is situated in the Lamson Paragon headquarters in London and every sales recruit attends for an initial six weeks training after which he is appointed to a territory. Trainee representatives, however, serve up to two years, based at branch offices, learning about the various business equipments and systems produced by the company and their application to commercial problems. They also serve as holiday reliefs.

One of the features of the school's curriculum is the use made of role

playing to teach sales techniques. These show typical sales situations based on actual field experience contrasting the theory of the classroom with the reality of the field.

One demonstration which intrigued me showed an eager young salesman calling on a jaded, busy executive who appeared to be content with the documentation his organization employed. In the middle of his selling approach the representative is interrupted by the secretary telling the executive that the chairman wants a report by three-thirty that afternoon. Carefully our representative picks up the thread of his story again, only to find it broken this time by a telephone call from the executive's wife reminding him to be sure to book those anniversary theatre tickets.

Judging the right moment, the representative suggested that perhaps the executive's time will be saved if the discussion could be continued with the accountant or O & M man or office manager. Having achieved his object the representative gets to work on his system investigation.

All the participants in these demonstrations are members of the sales executive who know the various situations only too well. Their purpose is to show how a planned approach is necessary for the successful selling of Paragon products.

Emphasis in these demonstrations is on situation and dialogue, full use however being made of films, slide

projections, remote controlled tape recorders, microphones and off-stage sound effects.

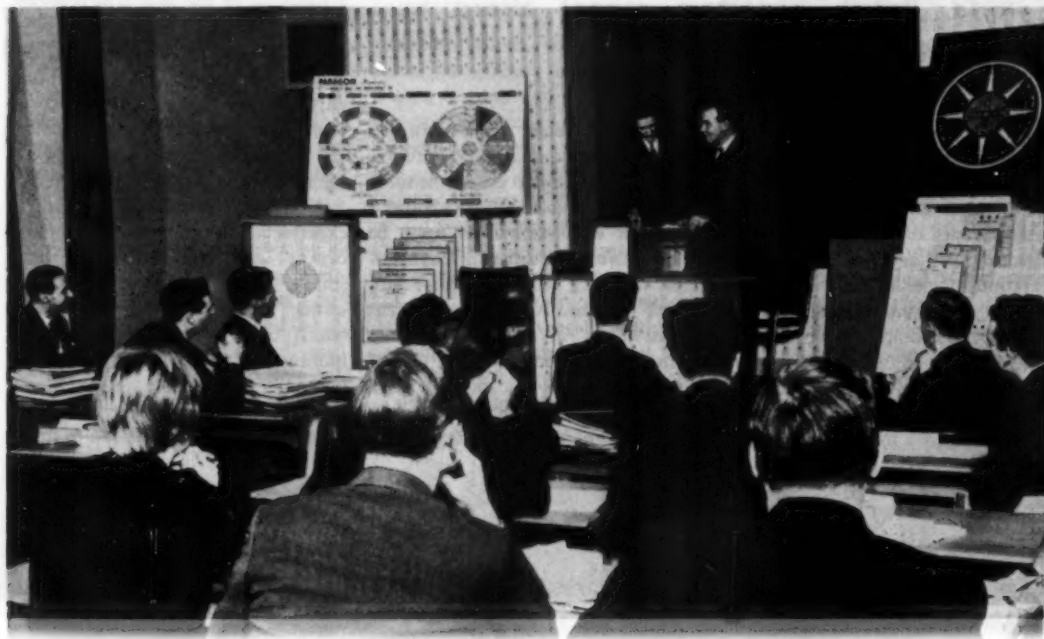
A psychological factor of the utmost importance is the prestige which the school enjoys through the firm. It is readily and enthusiastically supported by top management. This confidence gives the inspiration for the virility of the school, maintained throughout by the Sales Training Manager of 39 years of age, with several years selling experience. Sales executives keep right up-to-date by going out into the field as often as they can, where they can judge the value of the school's training and see, in the light of experience, where it might be improved.

### Follow-up training

And what happens to these young representatives when their initial training is completed and they are allocated territories of their own? Are they allowed to rusticate, falling into apathy? That is impossible. Follow-up training is insisted upon and in fact built into the system. It is the responsibility of each Regional Sales Manager to ensure that all his staff are trained and developed to the maximum possible extent through regional sales conferences held at frequent intervals.

The demands of this age of A.D.P. call for the highest calibre of salesmen, thus necessitating continuous training of representatives. END

*Students at the training school take part in mock demonstrations*





*Air transport makes for economy both in time and in packaging*

# New Era for Air Freight

by Rex Francis

**A sharp reduction in the cost of air freight is just around the corner. New types of aircraft are vastly increasing the range of goods that can be carried by air. In a highly competitive world, British exporters cannot afford to ignore the advantages of speed**

**T**HE revised air cargo rates which became operative on the North Atlantic run last month – over 60 per cent lower for certain classes of freight – signal the beginning of a new era in the transportation of merchandize by air. In view of the fact that the North Atlantic is an 'experimental' route for cargo as it is for passenger traffic, similar cuts may be expected on many other routes in due course.

What then are the relative advan-

tages of air freight for the British exporter, and under what circumstances is he likely to derive the most benefit from this form of carriage? To begin with distinction must be made between the differing lengths of haul. On long hauls (say to South Africa or the Antipodes) current freight rates are likely to make carriage by air uneconomic for all classes of goods except the most valuable, where shipping lines apply an *ad valorem* tariff, or where money

is being steadily lost by delay – as when a ship is held up in port for want of a vital spare.

It is on the short haul – from this country to Europe – and on the medium haul – say this country to the eastern seaboard of North America – that air freight is coming into its own. For this type of operation there are a number of 'hidden' advantages which may well more than compensate for the apparent discrepancy of actual air freight rates over the nominal cost of surface transport.

That air transport is faster than surface transport goes without saying, but the full advantages and savings of this increase in speed are not always realized. In the first place, a lessening of the time which goods remain in transit means a faster turn round of capital. Merchandize in the process of being carried from one part of the world to another represents capital locked up unproductively. The faster the goods are shipped, the sooner the capital is released.

A further release of capital is experienced in the need for overseas depots and wholesalers to hold smaller stocks. One international airline claims that re-order cycles which once stood as high as six months could now be cut to four or five days through the agency of air transport. Apart from increasing the liquidity of capital, the boon to those



responsible for forward planning is obvious.

Lower insurance costs are another result of the speedier movement of goods. Insurance rates are calculated on a time base, and are therefore less in the case of air transport.

Packing costs are also less when merchandize is shipped by air. To move goods by sea necessitates elaborate and expensive packing to protect them from damage both in handling and from the elements. Cargo is handled much less rigorously at airports than at seaports, and exposure to the weather is negligible. An item of delicate machinery which would require a great deal of costly protection on a sea voyage would travel by air screwed to a simple wooden base and covered by a single layer of polythene film. Many exporters by sea, if they were to cost packaging accurately instead of regarding it as an 'overhead,' would find their profit margins on individual consignments considerably lower than they had anticipated.

### Kinder treatment

The conditions under which goods are handled at airports also result in far smaller losses attributable to damage in transit or pilferage.

Since delays before loading at airports do not compare with the delays often experienced at docks, warehousing costs are greatly reduced. Closing dates for loading at docks are often two days before sailing. By air, goods can usually be accepted up to an hour or so before departure.

These then are some of the 'hidden' savings of sending goods by air as opposed to surface transport. A couple of concrete examples will show how this may work out in practice.

A shipper had to send an urgent consignment of two machines by air to Milan. The total cost of the operation was £143. Because it was a new venture for him, he examined for the first time what the *real* cost of sending them by his normal route would have been. Including packing, carriage, bonding, transport to and from

docks, clearance, agency, and insurance, the bill would have come to over £172.

A machine tool exporter was in the habit of despatching regular consignments of 5cwt each. His c.i.f. charge landed at the port of destination was £217 10s. 0d. per consignment. By air, each lot travelled for £210 10s. 0d. inclusive. As a result he switched to air freight for that route and lowered his overseas selling price by 1 per cent.

Incidentally, sea transport charges are not always as low in practice as they appear on paper. Apart from the *ad valorem* rates which may make it more expensive to ship valuable goods by sea than by air, sea freights are based on a charge per ton weight or 40 cubic feet, whichever is greater. On average, the density of cargoes is such that the charge per ton is equivalent to about 120 cubic feet, or some three times the apparent rate.

The time is past when air freight consisted almost entirely of high value commodities - bullion, jewellery, vehicle spares and the like - and more and more general merchandize is being carried. For instance, one cross channel airline is carrying large quantities of furniture for British exporters, and a continental manufacturer is sending refrigerators to this country by the same route. In both cases, savings on packing are the big attraction.

### Small firms take the lead

As the volume of air freight expands, so aircraft constructors are finding it more and more profitable to design special cargo carrying 'planes, and more and more operators are finding it profitable to run all-freight services. The days when freight was carried as a make-weight on passenger flights or in converted and often obsolete passenger aircraft are now almost over. And with the development of special aeroplanes and all-freight schedules, so costs will fall and the scope of the service in terms of the types of cargo which can be handled will increase.

It is interesting to note, incidentally, that many of the freight customers of airlines in this country are small firms, often fairly new to the export market. Without long-standing ties with shipping companies, they are less bound by the forces of tradition and are making an unbiased assessment of the alternatives open to them from the very beginning. Likewise, it is significant that more goods are imported into this country by air than are exported by the same medium from it. Among the airlines to whom I spoke, there was a definite feeling that the continental manufacturer is more air-minded than his British counterpart. This is a point worth thinking about on the eve of intensified competition from the Common Market countries.

What then of the future for air freight? In a recent study, Kenneth Sealing and P. C. L. Herdson of the London School of Economics arrive at the conclusion that reductions in air freights of 40 per cent and 50 per cent would lead to increases in traffic of 120 and 200 per cent respectively. These reductions could also extend the competitive radius of air freight compared with surface transport to cover almost the whole of industrial Europe, they believe.

### A successful experiment

The study also reveals that taking into account the 'hidden' savings mentioned in this article, air transport would be actually cheaper for the average British machinery consignment to Europe even if air freights were nominally 2½ times greater than surface rates.

A general reduction of air freights in line with the hypotheses of this study is now almost certain. That rates have not fallen faster hitherto is not due to reluctance on the part of the operators, but to failure among the airlines and their Governments to agree on the extent of the cuts economically feasible. The successful conclusion of an agreement on the North Atlantic 'experiment' should, however, set the wider pattern for the future.

END

# New Medicine for the Old Firm

"Those consultants went through my organization like a dose of salts and we're all the better for it," said one grateful patient. What should we expect when we call in the business doctors?



*The masochist in us endures the torture*

by John Martin

NOWADAYS, all the really top people go to a psychoanalyst. To the naive, this might suggest that there is a high rate of instability among the elite. But to those who know, recourse to an analyst (provided it is judiciously publicized) subtly implies that one is broadminded and humble enough to recognize one's imperfections and to try to remedy them.

Similarly, businessmen who are really 'in' employ an analyst for their companies—but in this case he is known as a management consultant. Look around, and you will

find that all the best businesses have, at one time or another, had consultants in. Occasionally where, perhaps, ostentation slightly exceeds good taste, the consultant actually lives for long periods with the client company.

Before going any further, I must warn my readers not to pay any attention to that ridiculous old tag which says that the best things in life are free. Of course they are not! Management consultants are, let's face it, very expensive. Though it is only fair to say that if you choose your consultant wisely he will ulti-

mately save you far more than you ever pay him in fees.

I should also warn you that the treatment will almost certainly be painful. But the masochist that lurks in most of us gladly endures even excruciating pain for the sake of the pleasure (and profit) it will ultimately yield.

A consultant who really knows his job has probably been soundly trained in Freudian techniques. No aspect of your company's *Id* will escape his kindly but piercing gaze. If your corporate psyche looks a little grubby when exposed to the

consultant's searching examination—don't worry. Yours is no worse than anyone else's.

Like the psychiatrist, the consultant will gently but firmly lead your company's memory back to its childhood. You might as well decide to be perfectly honest. If you are evasive, the consultant will wrinkle the truth out of somebody else—you pay him for that. Forget your inhibitions and tell all. The consultant is unshockable. It is you who will be scandalized when you read his exposé soberly set forth in the appallingly frank report he will give you later.

Most companies, like all but the luckiest children, have grown up more or less haphazard and have been exposed to all sorts of undesirable influences during the process. You will find that the cleverest (and probably the most expensive) consultants have an uncanny knack of putting a finger on the things you like least about your business and had hoped they wouldn't notice.

### These exercises have no object

"What, exactly, is the purpose of this Form 337A?" the consultant will ask gently as he roots about in the dusty recesses of your counting house. Do not be ashamed if you are forced to admit that neither you nor anyone else has the slightest idea.

Do not allow the consultants tactful but inexorable probing to get on your nerves. "Why do you operate this procedure in this way?" he will ask in his instiable thirst for information. Take a deep breath and own up that great granddad, who founded the firm, worked for 30 years in the War Office before the post-Crimea clean-up threw him on his own resources, and the routine was his idea. There is nothing discreditable in having submitted to the influence of older people—it happens to every company. All that is wrong with yours is that it suffers from a father fixation. Your consultant will soon see to all that for you.

Fearless in his devotion to duty,

OCTOBER, 1961



*Is all the stamp licking strictly necessary*

the consultant will not flinch from delving into matters which you might, in your self-conscious way, believe to be purely your private province. Why have you not exchanged a word with one of your fellow-directors for 17 years? Had it occurred to you that your chief accountant might be suffering from catalepsy? Is it strictly necessary for the office boy (old age pensioner) to lick 14,000 envelopes each month when you send out the statements? The consultant doesn't want to pry, but could you tell him what that copy of the 1912 London Street Directory is doing on your desk?

Before you start to shudder, remember that those who have gone before you will testify spontaneously to the voluptuous pleasure they experience once they have been thoroughly purged by a competent consultant. That picturesque, and highly successful, entrepreneur, Carl P. Sleidermeyer of Chicago, is quoted as saying: "Yes, sir. Those consultants went through my organization like a dose of salts,

and I don't mind telling you we're all the better for it."

You need never fear that anything you reveal to the consultant will go farther. A reputable consultant is the soul of discretion. His lips, like those of a father confessor, are sealed. Though he might occasionally tell you about a company which used its 1945 price list for its 1960 invoices, this will be pure parable and will not refer to any living organization. The consultant knows only too well that if he betrayed your secrets he would soon be out of a job.

I recently had the privilege of dining with a well-known and highly successful management consultant. After the port had passed between us once or twice, he mellowed sufficiently to discuss, for the benefit of BUSINESS readers, some of the ailments which most frequently afflict his clients.

"Of course, the most common trouble we meet is a psychological block about office machines," he confided. "This is a maladjustment

*Old gentlemen who will work for nearly nothing are in short supply*



which particularly afflicts old-established companies. "Why," they ask pathetically, "should we use a soulless, shiny machine operated by a pert and indolent young girl when we can get exactly the same results from the ten old gentlemen who write industriously in our ledgers?" I can agree, without hypocrisy, that they may get the same results. But, at the same time, I point out that conscientious old gentlemen with decent handwriting who will work for £2 10s. a week and no lunch vouchers are in short supply. And that three years is rather a long time to wait for sales statistics."

### Attempted seduction of consultants

"One of the big difficulties we encounter is transference," my informant continued. "Obviously, there must be close *rapport* between consultant and client. But this intimacy must not be overdone. Once we have gained a client's confidence, he will lavish affection on us to an embarrassing degree. More often than not, companies will even make improper advances in the shape of an invitation to join their staff."

"How do you cope with that?" I asked curiously. A slight smile played round the consultant's lips.

"We must look after our own interests, of course. So in order to protect both ourselves and our chaps, we usually make them sign the equivalent of a marriage contract. This, though it does not cite death as the sole divider, does make them think twice before allowing themselves to be seduced into a divorce. Although they will naturally, as a matter of diplomacy, suggest to the client that his organization is highly desirable, they probably have not the slightest wish to spend the rest of their days with it.

"It is true that some weaker men have yielded to the siren songs, but the resultant union is seldom wholly successful. Both parties usually find out the hard way that friendship is often much more satisfactory than



*Presenting the report is a sticky problem*

a permanent liaison. The consultant is, by nature and training, almost bound to be something of a philanthropist, and unless he is unusually discreet, he will find himself concerned over outside companies' problems. Rival establishments are a particular temptation—all the experience he has gained with his present employer would come in so useful.

"One fascinating phenomenon we encounter," the consultant told me, warming to his theme, "is the death wish. We sometimes have a strong impression (seldom contradicted by subsequent investigation) that a company is subconsciously contriving its own demise. The Gadarene urge toward bankruptcy is so strong throughout the organization that it is a real problem to divert their procedures into healthy channels. I remember one company whose persistent refusal ever to cost even the most elaborate job led to their producing almost purely fictional estimates. By the time I was called in they had, quite unwittingly, almost driven themselves to suicide while believing their difficulties were due to cut-throat competition. They're making £150,000 a year profit now."

"What about reports?" I prompted him.

"Ah, reports," he said. "We get some very sticky problems there, caused by infantilism. Memories of schooldays, you know."

"Our first duty, after the preliminary examination, is to write a report. This is, of necessity, a rather candid document, and it is here that we need all our skill and diplomacy to break down the client's resistance. Occasionally they become violent, and we get an out-of-hand rejection—but that doesn't happen often. Nearly always though, the company kicks ferociously at what it considers unduly harsh criticism—though if it but knew, we often use euphemism to an almost absurd degree. The ensuing stage can only be described as panic, and is precipitated by scrutiny of our estimate of the cost of installing new machines and procedures."

"How do you calm them down?" I asked.

"Chiefly with gentle persistence and monumental patience," the consultant told me. "After the first reaction has subsided, most companies realize that we have told them the truth and that they must face it, unpalatable though it may be. And when they've had a chance to assimilate the new ideas we suggest and to reckon up the savings they'll make if they adopt our proposals, they are usually ready to eat out of our hands. Though, mind you, it is often an uphill struggle, even when top management is on our side. The old retainers give us the worst headaches."

I noticed that as the consultant spoke, his eyes were roving restlessly round the room. Finally his gaze settled immovably on a single waiter who was running, ant-like, backwards and forwards to a hatch from which he picked up one plate of food at a time.

The consultant rose to his feet. "I'm sorry, but I can't stand it another minute," he exclaimed. "Time this place had some O and M. That poor fellow has evidently never discovered that simple implement, a tray."

Excusing him hastily, I called for the bill and made my way outside. *END*



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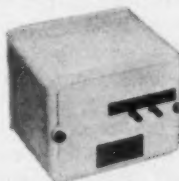
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## SMITHS

# **Fresh thinking on Management**

**By Stanley Alderson**

**I**N 1945 no one doubted that the Second Bloodless Revolution had begun. The first alone of a long series of prospective Labour Governments was going to nationalize the Bank of England, medicine, transport, coal, gas, electricity, and steel. Private industry would be allowed to survive at all, it was felt, only if it doubled its production, trebled its exports, halved its profits, multiplied its capital investment (out of profits) by five, and gave the trade unions everything they asked for.

British management experienced both the fear of personal ruin and the patriotic fear that extensive nationalization and controls would bring economic and political sterility. The fear was compounded by guilt, for no one could defend the pre-war economic and industrial conditions which were all that private enterprise had to show for itself. All this was reflected in the writings on business subjects, which, however academic or technical their intent, devoted much space to ethical issues without ever facing up to them.

Books on personnel management insisted there could be no conflict between making the chaps happy and maximizing production. This not only begged the question, "What is happiness?" It was untrue. In particular, Mayo had not proved it in the Hawthorne experiments. Books instructing salesmen in how to make customers think their products were better than they were digressed to argue that there could be no conflict between the salesman's obligation to tell the truth and his desire to maximize long-term sales. Books on automation argued both that it did not cause redundancy and that the redundancy it caused could be offset simply by stopping recruitment. The fact that you could in this way create 100 per cent unemployment in two generations without ever declaring a man redundant was overlooked. All the books asserted there was no

conflict of interest between shareholders and employees. Some even went the whole hog and asserted there was no conflict of interest between a company and its customers.

The odd good book was published, but one had to search for it. There is at all times more rubbish published about management than any other subject. This is presumably because company librarians have generous budgets and feel it is their job to be able to produce any book the managing director should snap his fingers for. A good library comes to mean a comprehensive one. This creates a sufficient market for more or less any book on a business subject; hence publishers publish more or less any book on a business subject. But in the decade after 1945 the management rubbish was intellectually untidy even by its own standards. Much of the purpose, difficulty and interest of management consists of reconciling or balancing different aims and interests. If you deny that any conflict exists, you have not really got a book to write.

*continued on page 131*

---

**Political conditions after the war gave rise to a lot of rubbishy writing about management topics. Due to a new-founded confidence much healthier tendencies are now in evidence**

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# SANKEY

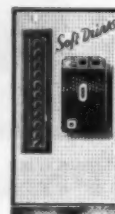
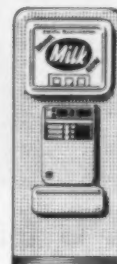
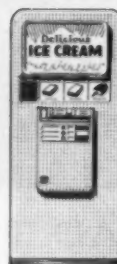
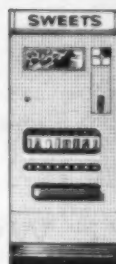
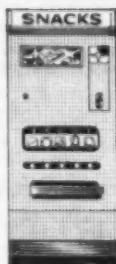
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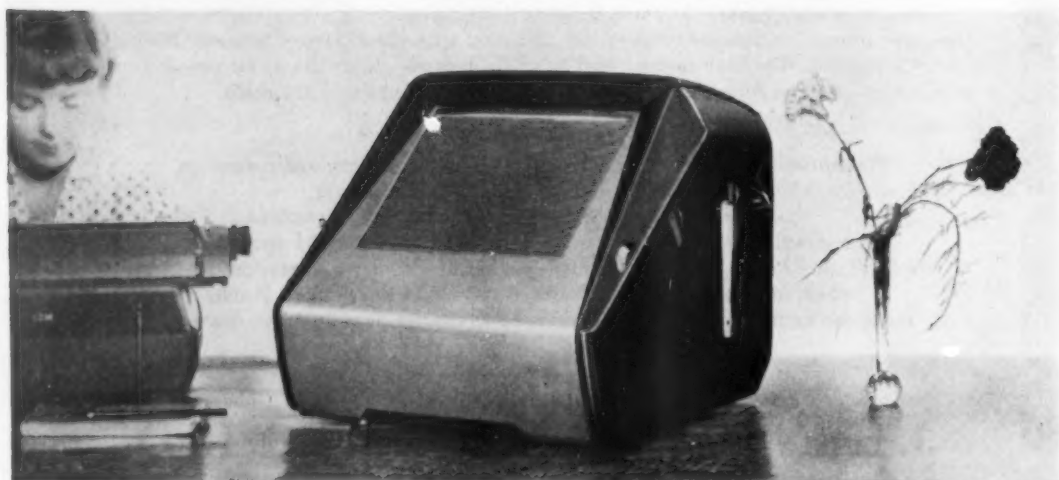
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# New Build-Up for the Silversmiths



OCTOBER, 1961

This was a dying industry. By adopting modern-style design and opening up new markets it broke out of stagnation and returned to prosperity

by Douglas Crawford

**I**T IS due largely to the Design and Research Centre for the Gold, Silver Jewellery and Allied Industries that craftsmanship in precious metals has again become fashionable. Without it the British silverware industry might easily have been moribund, instead of in its present flourishing state. The new interest is being felt even in the training schools. Qualified apprentices are able to find appointments where none existed before. There are few more remarkable examples of how a failing industry can be restored.

Founded in 1946, the Centre exists to stimulate the creation of modern

masterpieces, and to set up by means of competitions a healthy rivalry and exchange of views among the younger designers. The interest created will, it is hoped, eventually filter through to mass-production and raise the whole standard of work. It encourages young designers to qualify for the Goldsmith's Hall certificate of proficiency, feeling that, even if they go no further, it will have achieved something worthwhile, for the antiques of a hundred years' time will be worthy of note.

It also organizes National Design competitions, where the candidates are in almost equal numbers trade and freelance designers and students from schools and colleges of art. For aspiring designers in the jewellery field there is the "Jewel of the Year"

---

*Elkan Simons, himself a clockmaker, has guided the new movement*

competition, where the emphasis is laid on originality. The prestige gained is akin to that conferred by the "Film of the Year" or "Sportsman of the Year". In addition, it encourages manufacturers to use the designs in their mass-produced articles, and earns royalties from them. In both spheres it is a process of re-education rather than education that it is setting in motion.

For British smiths in these days are quite as skilful as their predecessors. The trouble has been that they have had no market for their goods. Now civic bodies and industrial concerns are beginning to realize once more the prestige that a collection of silverware conveys. After a long period of neglect, collections have once again been accepted as a symbol of dignity, and this movement has been astutely guided by the Centre and its chairman, Elkan Simons. Municipalities, regimental and sporting organizations as well as business firms have responded.

The City of London, Plymouth and Norwich are among those towns that are continuing to build on already existing collections, while boroughs like Harrogate, Nuneaton and Leicester have recently started them. The Centre can advise on the types of article to be commissioned and suggest likely artists. There is a Technical Advisory Committee to deal with enquiries and visits to members. The latest town to seek the Centre's advice is Blackpool, which has just received the beginnings of its collection – a centrepiece and cande-

labra, all silver, and costing £1000 to date. The scope of the market is increased by the demand for ecclesiastic plate and by the needs of universities and learned societies; perhaps the finest example of the latter is the piece commissioned by the Royal Society, depicting the atomic age. Shell and B.P. have good collections. The prestige conveyed is considerable. Epsom Grandstand, too, has invested in a collection. To cater for these varied needs, regional design councils have been set up throughout the country, in Scotland, Birmingham, Sheffield and the West Country. This greatly eases the strain on the central office in London, for particular problems can be solved and new markets discovered on the spot. These regional councils sponsor their own competitions and stage their own displays. In fact, the craftsman is now assured of a stable market, steady employment and freedom to experiment.

The trend in styling is to simple, classical shapes, resembling the modern lines in architecture. Everything is done by hand, including handles

and crests. The techniques are still the same as in the past. It takes up to three months to execute some of the designs. Silver, which is well adapted to the more delicate modern designs, is the usual medium. The Centre plans to expand in Canada and the U.S.A., where the demand for this type of handmade design should be very high. At the last British Exhibition in New York, the Centre had a small stand.

The Centre is financed by grants from the British Jewellery Association and the British Diamond Corporation, besides royalties. These hope that they will eventually reap benefit from the all-round improvement in design. An additional stimulus and aid is the Government's system of tax-relief. When this was first introduced in 1951 the tax on silverware was crippling. Now the designs that qualify for this system of tax-relief are taxed at the same rate as plated articles, namely, 12½ per cent. A Government appointed panel, selected from members of the Centre, judges them. Designs must be original and hand-made throughout. The standard is high and the prestige gained significant.

But the idea might never have been realized had it not been for the number of people who have given their services to the Centre on an honorary basis for the sake of British craftsmanship. The chairman himself is a clock-maker by trade, but has devoted some time to the Centre's expansion. Craftmanship here has always been of the highest standard and the purity of silver considerably higher than on the continent. It is to the credit of the Centre that a failing industry has been revived and a sense of beauty preserved.

END

## The answer to dwindling craftsmanship – a Design and Research Centre which indirectly creates new markets

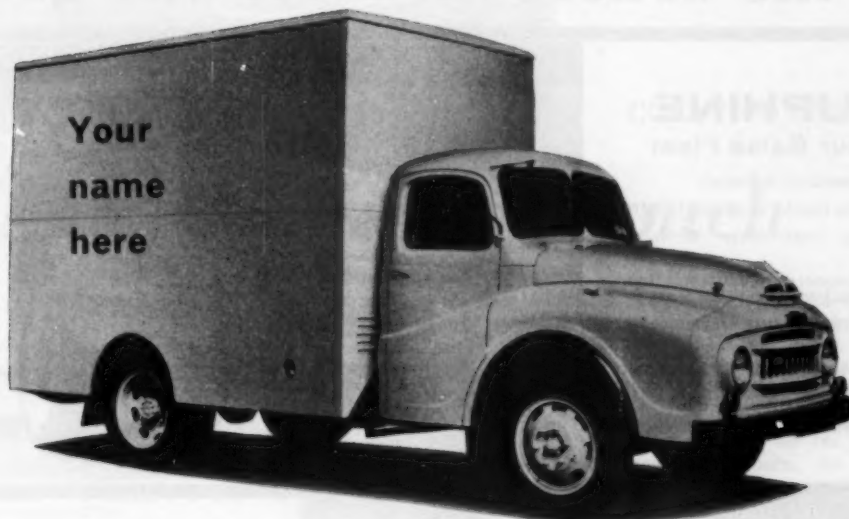


*The trend in  
styling is to  
simple, classical  
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## EXECUTIVE CAR REPORT

# The Feminine Touch

**I**T is a sad condition of the present day market for cars that if the shape of the body and the colour-scheme please the eye of the potential buyer's wife, the sale is more than half made. And of the European manufacturers, none has more deliberately exploited this feminine invasion of a man's world than the Renault organization.

The Floride (the name itself conjures up sun-tan lotion and bikinis) is the latest and most carefully thoughtout product of this policy. Every detail has been approached unashamedly from the woman's angle. But from the angle of the woman as co-owner of the family car, and not from the angle of the woman as driver.

I would be the first to applaud a car designed solely to meet the special needs of the woman driver. But this I feel is the type of car which the wife is meant to choose while leaving hubby to do most of the driving. Which is about as unfair as a girl asking her fullback boy-friend to walk her cropped and scented poodle round the local park.

In writing about the Floride it is ominous to find how easily one falls to using the jargon of the fashion reporter. To describe its outward appearance, for example, there is really only one adequate word — *chic*. Smart, certainly by no means fussy, but essentially pretty rather than handsome.

The colour-schemes available could best be described as subtle and — for cars at any rate — often unus-

ual. According to my wife, the model that I tested was cherry, with toning (not matching) upholstery and interior trim. Pleasing even to the masculine eye, I must admit, after the crude colours of many British popular cars.

Mechanically the Floride is almost identical with the Gordini version of its elder sister the Dauphine. But a much more positive feeling of adhesion to the road has been achieved. In fact, within the limits of its engine performance, the Floride combines very sound road holding with an extremely smooth ride — two characteristics not always found in combination. Suspension is fully independent. The steering has a marked castor action, and while I am in favour of this, it does produce a certain heaviness towards full lock when manoeuvring at slow speeds.

The brakes are adequate when cold, but fade rapidly with use. In an emergency considerable pedal pressure has to be applied, which again makes me think that the little woman is meant to choose rather than drive.

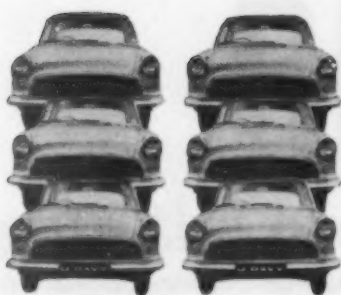
Despite the car's dashing looks, performance is far from impressive. The speedometer of the car I drove was almost certainly fast, but even so it proved impossible to push the needle above an alleged eighty. On a run down the Great North Road I several times found myself in the embarrassing position of being deferred to by the drivers of more traditional family cars, only to find that I had insufficient engine power to take advantage of the opportunity offered.

Acceleration in the lower gears is reasonably lively, and the ratios in the four-speed box are sensibly chosen. This is just as well because considerable use must be made of the gears in all but the most open conditions to keep the car moving at a reasonable pace. As with many Continental cars, top gear is almost an overdrive, and the car will cruise happily for long stretches at full throttle. Fuel consumption is about 40 m.p.g. and does not appear to deteriorate appreciably on short journeys.

The actual gear-change mechanism is perhaps the worst feature of the car. The floor-mounted lever is one of the least rigid I have ever come across, the lack of precision in the linkage is reminiscent of the worst of early column-mounted arrangements, and even with a gear engaged the lever retains several inches of useless sideways movement. At the best of times changing gear on this car is a slightly hit or miss affair, and it would be highly dangerous to rely on a fast change to get one out of trouble.

To sum up, the Floride is typical of that class of French car which, on account of the very high French petrol prices, tries to cram a quart into a pint pot. Performance is at odds with appearance. The styling may not appeal to everyone's taste, but at least it has been given more thought than one feels is given to the design of many popular British cars.

*continued on page 113*



## CONTRACT CAR HIRE WITH NO IRRITATING EXTRAS TO PAY!

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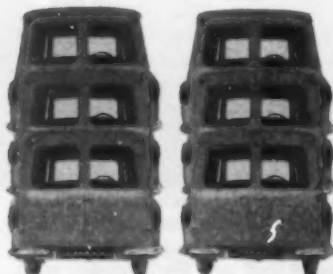
**You can work to a firm budget with J. Davy all-inclusive hire.**

Once you have made a hire contract with J. Davy, you can be certain that you will not have to pay more than the contract agrees. The only feature not covered is insurance—preferably a matter for negotiation between the transport user and the insurance companies.

All servicing and maintenance is paid for by us—even oil 'top ups' and puncture repairs.

There are no mileage restrictions. The hire charge also includes Road Tax, and Associate Membership of the A.A.

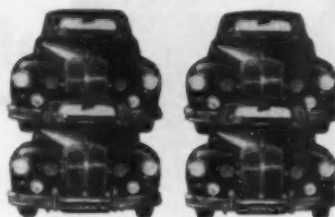
**Every contract car will be fitted with the famous Lexington safety belt.** J. Davy are the first contract hire firm to offer safety belts as standard equipment on every car.



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chase Tax which may affect the value of cars need not cause you any more worry.

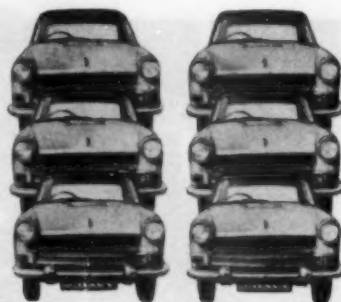
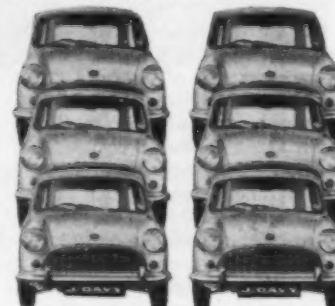
**You can vary the size of your fleet with seasonal demand.** You need never have vehicles lying idle in the off-season. Short term hire



takes care of that for 3 months or 6 months. Long term hire is for one year although contracts can be drawn to individual requirements. All types of cars are available, from a Mini to a Daimler.



**J. Davy Hire is efficient, economical and all-inclusive.** No transport delays—first class regular servicing keeps your cars in perfect running condition, and because J. Davy has a network of agents throughout the U.K., cars that may need repair can be replaced instantly *wherever the emergency occurs*—you are never without transport. J. Davy offer the most competitive terms for Contract Hire—from one car to a large fleet. (And



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BUSINESS



continued from page 111

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Prices (including tax): Fixed-head coupé £1,238; convertible £1,194; convertible with removable hard-top £1,270. T.B.

## Family Affair

THE idea of being independent appeals to most people, and the Car Camper Conversion of the Morris J2 van kept my family of three out of holiday hotels and restaurants for a free-wandering fortnight. We carried everything, including the kitchen sink.

Most of the holiday was spent off the beaten track in the Welsh mountains, and the caravan - basically a 16/18 cwt van - took fierce gradients, hairpin bends and unmade roads in its stride. The driver sits high, and enjoys a standard of comfort above average for this type of vehicle. Visibility from the roomy driving compartment is excellent. This applies even to rearward vision - quite an achievement in view of the number of fixtures and fittings that the van carries.

On the debit side there are one or two draw-backs, and, until some experience was gained, a few things that needed watching. Access to the engine is between the front seats, and the need to have some controls in front of the driver and some behind proved a little irritating at times.

What proved to be much more serious, however, was the stiffness of the foot brake. Very great pressure has to be exerted before there was any real effect, and a woman driver might find it virtually impossible to stop the vehicle in an emergency. Steering is also rather heavy.

As a caravan, the Car Camper is especially well equipped. In addition to the usual gas stove, wardrobe, cupboards, and ready-made bed, it has an 11 gallon water tank with its own built-in cold storage compartment - a real boon the latter. The fibre glass roof tends to make the interior rather hot in sunny weather, and some form of insulation seems to be called for. Despite the lavish equipment, there is plenty of room to move around. Part of the roof raises to add to the general roominess. With every window openable, ventilation was good.

Prices: 4-berth standard model £898; 5-berth £908. Conversion is by Auto-Conversions of Nansen Road, Sparkhill, Birmingham. Models can be seen in London at Wilson's Caravan Centre, Brixton. G.J.



*"... British industry is facing increased competition abroad, while at home costs continue to rise and profit margins to fall. This situation compels industrialists to apply their attention more than ever to reducing their manufacturing costs. N.I.F.E.S work has proved how often fuel costs can be cut by substantial amounts. Even more important this search for ways of reducing fuel costs results in the discovery of ways of improving production efficiency..."*

Extract from the Statement by the Chairman SIR LESLIE HOLLINGHURST, G.B.E., K.C.B., D.F.C., in N.I.F.E.S Seventh Annual Progress Survey

**By acting on N.I.F.E.S advice, over 5,000 firms have reduced costs, raised productivity and saved more than £15,000,000**



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**COLOURED RECORDS:**

Use of the several colours available reduces time in checking and gives graphic patterns of patrols: the individual Key stations, the sections or the whole routes can be recorded in varying colours to pin-point FIRE, SECURITY or other special local risks.

**INCREASED EFFICIENCY:**

The Blick group-clocking system increases the effectiveness of patrols.

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The Blick System gives vital recorded testimony with great clarity on the habits of night guards. Irregularity, speed and direction of patrols—all is recorded and is valuable in any security probe or investigation.

**ROUTE CARDS & SUPERVISORS' KEYS:**

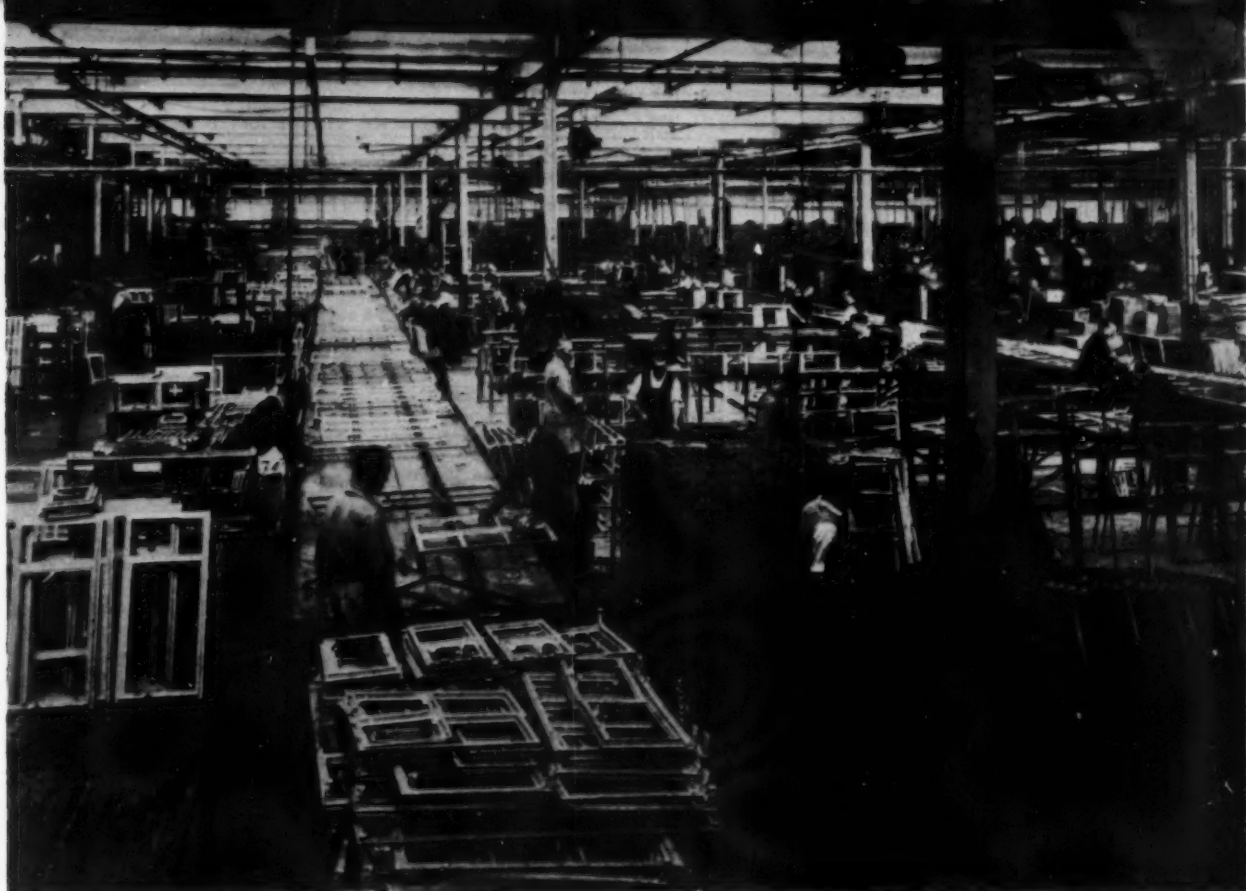
Where close supervision is necessary and extra checking desirable, Blick supplies Route instruction cards. Special supervisors' Keys, vest-pocket size with automatic inking, inserted into patrolman's clock records the time of supervisors' checks.

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*In the £8m. Crittall company the maximum usage of factory space and a steady production flow are ensured by fast and accurate stock control*

# Crittalls Have it Framed

By mechanizing its stock recording system this firm has tightened control, reduced staff and reduced the element of judgment

by Peter Spooner

OCTOBER, 1961

THE success of a new mechanized stores recording system at The Crittall Manufacturing Company, Braintree, Essex can be stated quite simply. In a short time the installation will have paid for itself in direct labour savings. Before mechanization, there were one senior cost clerk and four male clerks in the store recording office at each of Crittall's three Essex factories. Now, despite an increased volume of work, the staff of each unit has been cut to one cost clerk and two girls.

That is not the whole story. Because of its speed and accuracy, the new system is on the point of producing additional benefits. Stocks will be controlled more tightly and economically than before. Cases of overstocking (which ties up capital and space) and understocking (which disrupts production plans) will be much reduced. Management will have more facts at its fingertips. Less

will be left to human judgment or to chance.

It is these improvements which will eventually make up the system's real success. But Crittalls are a very businesslike concern and take the view that economy in labour is a good foundation for the far-reaching benefits which cannot be measured so precisely.

The dimensions of the job to which mechanization has been applied? Crittalls are an £8 million company employing about 3,500 workers in the United Kingdom and about 2,500 overseas. Famous for their metal windows, they also make such things as agricultural silos, greenhouses, venetian blinds and curtain wall units. Their output has climbed during the past few years and one-quarter of it is now exported to over 80 different countries.

### Co-ordinated Records

The stores recording system covers all general stocks including raw materials. At present, each factory maintains its own records but these are already co-ordinated for the purpose of centralized accounting, purchasing and budgetary control. From 3,500 to over 7,000 different items of stock are held at the individual stores.

In the past the records were kept manually, using a visible-edge card index system. This required a higher standard of labour in the stores records office. Moreover, it was sometimes difficult to keep the records up-to-date.

The new system – virtually the same at all factories – is based on the use of a National Class 31 accounting machine with facilities for direct multiplication in pounds, shillings and pence. Its main advantages are:

1. There is only one card for each item of stock. This contains information which was previously written on four different cards. As a result, the storekeeper sees the whole picture at a glance.
2. Because of the sterling multiplication feature, the cash values of receipts and issues are recorded as a by-product of the usual in-out-balance routine. Previously the evaluation had to be done separa-

tely – after the receipts and issues had been recorded.

3. Automatically-computed totals check the accuracy of day-to-day records. There are fewer errors to cause trouble in the production shops.
4. The machine automatically prints 're-order' and 'urge' signals when free stocks drop below levels predetermined by management.

### Automatic – and Flexible

The Class 31 is a general-purpose accounting machine with built-in electric typewriter. In operation it is largely automatic-adding, subtracting or multiplying figures indexed on its keyboard, tabulating its carriage to the right position, printing the results on the appropriate documents, and accumulating data, as required, in its mechanical memory. To do all this, it continuously senses 'instructions' stored on a special programme bar which clips on to the front of the carriage. Since there is a programme bar for each of the user's bookkeeping routines, the machine can be switched from one job to another in a matter of seconds.

This flexibility enables the stores records office to deal smoothly and economically with all kinds of stock movement – orders, receipts, allocations and issues. The sterling multiplication feature is particularly useful because of the company's insistence on strict budgetary control. Their internal costing system involves over 1,000 different heads, grouped into three main fields. For evaluating direct materials (i.e. those actually used in the manufacture of their products) Crittalls employ standard costs. Indirect materials are charged at average prices.

### Preparing the Input

For every item of stock there is a ledger card measuring 15½ inches wide by 10 inches deep. The top section of this contains such information as a brief description of the item, the unit of quantity, the price (standard or current average) and the re-order level. The remainder of the card is divided into 15 columns.

At the foot is recorded the stores number of the item. It is thus hidden from the operator once the card has been placed in the machine – a feature which concerns one of the checks described later.

The input to the stores recording system consists of a variety of dockets, including goods received notes, transfer notes, 'own make' notes and stores requisition notes. These arrive at the stores records office in a continuous stream. Each docket is scrutinized by the senior cost clerk. He makes sure that the right cost code number has been inserted by the works department which prepared the docket.

The dockets are then sorted: first, into four main categories – orders, receipts, allocations and issues – and then into 14 control groups, representing the principal types of material used in the Crittall factories. After sorting, they are passed to one of the girls for 'offsetting'.

This operation consists of taking each docket in turn and extracting from the files the ledger card for the stock item to which it refers. As a result the accounting machine operator is presented with two sets of documents – dockets and ledger cards – arranged in the same order.

### Posting by Machine

The Class 31 operator's first job is to evaluate the item. She does this by entering on the multiplication part of the keyboard (1) the quantity and (2) the unit price. The machine automatically multiplies these figures together. Simultaneously it prints the quantity, unit price and extended price on a roll of plain paper at the righthand side of the carriage.

In the case of goods received notes for direct materials, the operator reads the standard unit price from the top of the ledger card. In the case of indirect materials the actual purchase price has previously been recorded on the note and the operator uses this in the multiplication. If, however, it differs from the average unit price at the top of the ledger card, she puts the card on one side so that the new average price can be

*continued on page 119*





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The flexibility of colour and day change programmes of TR Time Recorders makes them ideal for use in the Corporation's factories because shift work is necessary due to the continuous processes involved.



*TR Time Control is at work in 17 of the Corporation's factories. In addition TR Internal Telephones are employed extensively in the organisation as also are Staff Location and alarm equipment for mustering works fire brigades.*

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# Crittalls

## Have it Framed

*continued from page 116*

calculated and recorded before the next issue is made.

After evaluating the issue or receipt the operator enters on her keyboard the previous value balance, the previous free stock balance, the stores number and the re-order level. She then enters a special check total, which is the sum of these four items. The purpose of this is to make sure that everything has been picked up correctly and – an important point – that the right stores record card has been placed in the machine. The Class 31 automatically totals the four items and compares the result with the check total. If they agree, the posting can proceed; if not, the operator has to start again. At the end of the posting the machine automatically computes a new check total and prints this in a column on the right-hand side of the ledger card.

During the 'prior proof' routine, the value balance, free stock balance and re-order level are read from the top of the ledger card. But the fourth check total item – the stores number – is hidden from view and consequently the operator has to read this from the docket, thus confirming that she has inserted the right card.

The operator then re-enters the quantity and price. One subtlety here is that the quantity is picked up from the tally roll and not from the docket itself. Thus any error in entering the multiplication factors is pinpointed by the normal proof-listing operation at the end of each batch of postings.

The rest is automatic. Following the 'instructions' on the programme bar, the Class 31 adjusts the balances affected by the posting, computes the

're-order' and 'urge' figures, and prints details of the transaction in the appropriate columns of the ledger card.

Each line of posting is carbon-copied on to a summary sheet placed in the back-feed of the carriage. This sheet, automatically advanced by one line whenever a new ledger card is inserted in the front feed, contains additional columns for the 're-order' and 'urge' signals.

### Foolproof Controls

During each batch of postings, the Class 31 automatically accumulates separate totals for receipts and issues. Afterwards, the quantities recorded on the Jockets are listed on an adding machine. This produces a control total which is used to check the results of the posting operation (as printed out on the proof sheets) and makes sure that nothing has been overlooked or entered incorrectly.

The ledger cards are then returned to the files and the dockets are collated into daily bundles and placed on steel racks. All dockets are kept for two years – 6 months in open file and 18 months in closed file.

The proof sheets are passed to the factory's cost department. There they are analysed and the individual items are posted to the cost ledgers. At the end of the month, the cost analysis totals are agreed with the control totals maintained in the stores records office.

This and other checks make the system practically foolproof. One of the biggest advantages is that evaluations are done at the same time as the quantity postings. In the past there were 70 control groups and the dockets had to be evaluated in a completely separate operation. An electric calculator was used for this purpose, the results being manually entered on a series of control schedules. Inevitably there were many discrepancies between the two sets of records – quite apart from the delay in producing cost data.

### High-speed Working

The Class 31 in each stores record office works almost continuously for 7½ hours per day. One girl operates

the machine while the other does the offsetting; and to avoid strain or boredom the girls change jobs at least every day. If either of them is sick, the senior cost clerk can take a turn at the machine.

With this method of working Crittalls have been able to achieve a daily average per machine of 600 postings, 80 per cent of them involving multiplication. At busy periods one operator has produced as many as 750 postings per day. Under the old manual system, the output was never more than 150 postings per man per day. Moreover, the old system produced only records of quantity; the subsequent work of evaluating the dockets also accounted for a large number of man-hours.

Credit for this remarkably high output is partly due to the enthusiasm of the operators (none of whom had previous experience of machine accounting) and partly to the care with which the working routines have been refined and simplified. Careful studies have been used to eliminate wasteful actions and produce a smooth flow of movement; for example, the operator actually removes the ledger card from the carriage while the machine is automatically printing figures in the additional columns at the righthand side of the proof sheet.

It is largely because of this speed (achieved with greater rather than less accuracy than before) that each machine saves well over £1,000 per year in clerical salaries alone. Indeed, the salary saving is even greater than these figures suggest since the steady growth in the flow of work would have made it necessary to bring in extra clerical labour if the manual system had been retained.

Mechanization has also simplified the task of revising standard prices at the end of each financial year. The new prices are circulated among the three factories in the form of a small card index file. Each factory is responsible for extracting the prices which apply to the materials which it handles.

The job used to take several weeks, but using the Class 31 multiplier it is now done in a few hours. END

# I didn't have to get more staff —

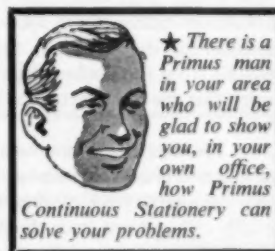


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To cut a long story short—it works. We're getting about half as much work again with no increase in staff, and we had no capital expenditure. *Shall I give you Primus's name and address?*



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# Essentials of Management

**The Manager and the Organization.** By Eric Moonman, introduction by William H. Whyte (Tavistock Publications) 21s. net, 22s. 6d. post paid.

Already well-known by reason of his work in the British Institute of Management, Eric Moonman brings together in what is set out as a text-book the basic essentials of management practice. Each chapter has a series of exercises attached that will help the student to clarify his thoughts and lay out his ideas in good order.

Mr. Moonman discerns that, however useful a knowledge of the technical skills of his industry may be to him, the higher a man rises in the ranks of management the more he is concerned with the personal and organizing side of it. That, after all, is what a manager is for! Management itself is rooted in techniques of setting objectives and making plans to achieve them and if managers do not master these techniques they are reduced to a panic reaction to emergencies as they arise. Having set their objectives and laid their plans they have to win the co-operation of others in implementing them. This involves selecting teams capable of co-operating and then reaching understanding with them. Accordingly Mr. Moonman deals at considerable length with the fundamentals of interviewing and communication.

## The misunderstood

**Staff in Organization.** By Ernest Dale and Lyndall F. Urwick (McGraw-Hill), 46s. 6d., 50s. post paid.

The authors explore that field of business that is covered by general staff men. Often misunderstood in their practice by business at large, these men, who go under such titles as 'assistant-to', are being less profitably employed than their services deserve.

To find out how the business executive can use the general staff man to the best effect, the book analyses staff structures and their inter-relations, and what the executive's functions are within these systems. Military organizations, which met these problems several years

before business, and the use of general staff men within the White House, serve as the guinea pigs on which the authors experiment.

## What's wrong with Britain ?

**The Stagnant Society.** By Michael Shanks (Penguin), 3s. 6d. net, 4s. post paid.

Although mainly critical of the present condition of the British nation, this book by an experienced economic and industrial journalist is very far indeed from being a mere Osborneian rampage. Anybody reading it in the expectation of having a good rant will be disappointed. Mr. Shanks does not damn England and leave it at that but analyses the economic problems and fallacies, the social traditions and structures and the inner defects of industrial and trade union organization that are holding up our development as a nation.

Those who have followed the news and the controversies of the past few years will find in the book comparatively little that is original in the analysis. What is valuable in it is the marshalling of the arguments and the evidence to show in a positive way where change is needed. Of particular interest is his analysis of working class mentality at different social levels within the class itself.

## The world indexed

**The Statesmen's Year Book, 1961.** Edited by S. H. Steinberg, Ph.D. (Macmillan) 45s. net, 46s. 6d. post paid.

This famous reference book has too modest a title. Many who would hardly claim to be statesmen must find it useful. But possibly the title has snob-value. To forget China and take only Peru, it has sections on the constitution and government, area and population,

*continued on page 128*

# I didn't have to get more staff —

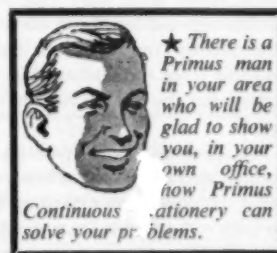


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## What's wrong with Britain?

**The Stagnant Society.** By Michael Shanks (Penguin), 3s. 6d. net, 4s. post paid.

Although mainly critical of the present condition of the British nation, this book by an experienced economic and industrial journalist is very far indeed from being a mere Osborneian rampage. Anybody reading it in the expectation of having a good rant will be disappointed. Mr. Shanks does not damn England and leave it at that but analyses the economic problems and fallacies, the social traditions and structures and the inner defects of industrial and trade union organization that are holding up our development as a nation.

Those who have followed the news and the controversies of the past few years will find in the book comparatively little that is original in the analysis. What is valuable in it is the marshalling of the arguments and the evidence to show in a positive way where change is needed. Of particular interest is his analysis of working class mentality at different social levels within the class itself.

## The world indexed

**The Statesmen's Year Book, 1961.** Edited by S. H. Steinberg, Ph.D. (Macmillan) 45s. net, 46s. 6d. post paid.

This famous reference book has too modest a title. Many who would hardly claim to be statesmen must find it useful. But possibly the title has snob-value. To forget China and take only Peru, it has sections on the constitution and government, area and population,

*continued on page 128*

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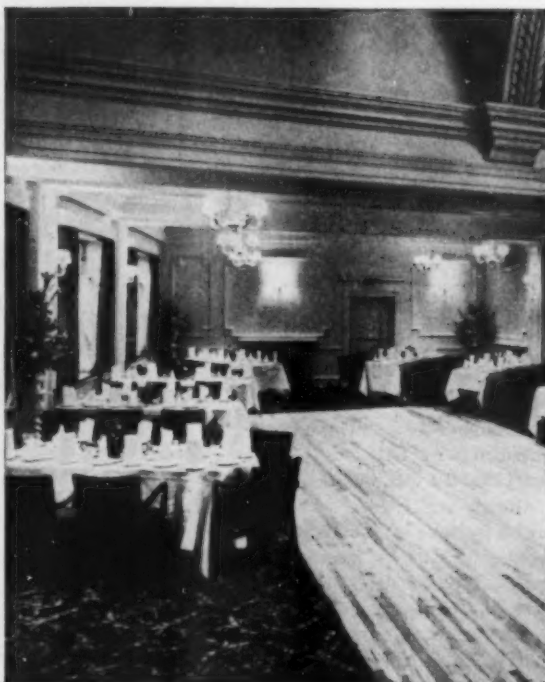
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# Exploring in a Silent World

by Charles MacDonald

EVERYBODY, at some time or other, likes to explore. Whether its that old box in the corner of the garden shed - full of rusty nails, mysterious bits of plumbing, and door knobs that have long lost their doors - or the sad treasures of the past which teeter on the dusty shelves of the antique shops in the Portobello Road. Sometimes it's a woodland path that catches the imagination, sometimes just another backstreet. The more adventurous of us have hacked a path through steaming jungles, been proudly photographed clutching a flagpole on the top of Everest, or struggled to immortality across the Polar wastes.

The net result is that today the element of achievement has virtually gone out of exploring, there are few opportunities remaining in which one claim to be 'the first.' Almost everywhere has had its 'first,' though admittedly it still remains for someone to set foot on the Moon - but that is an expensive journey and the first boot is liable to have snow on it anyway.

Still wish to do some really original exploring? Then consider these statistics. The Earth's superficial area is roughly 196,836,000 square miles, of this, 55,786,000 square miles represents land area. Therefore a quick sum will disclose that approximately seven-tenths of the Earth's superficial surface is covered by water - and all but a minute proportion of it is patiently awaiting the 'first' impact of a flippered foot.

In this country there are nearly 140 sub-aqua clubs whose members regularly glide across the sea-bed exploring, seeing, and touching for the first time. A wreck which has nestled on the bottom for half a century may not strictly be a 'first' but at least there is a very good chance that it has never been seen actually down there before.

One of the foremost branches of the British Sub-Aqua Club is the Brighton and Worthing Sub-Aqua Club. Its superiority claim is partially partisan and partially fact. The fact bit exists for two reasons, one is that they are extremely efficient and the other - probably the more tangible - is that they are the proud possessors of their own sea-going motor launch. Nearly every weekend some of the club members set out to spend a day at sea, weather permitting, anchored at a predetermined spot miles out in the Channel. Once



FRIDAY TO MONDAY

*Up from the depths  
a Jules Verne character  
climbs aboard*

there they bid a temporary farewell to surface life and disappear to a new world some 150 feet below.

I joined the "Blue Dolphin" at Shoreham, where about twenty members of the club were busy stowing aboard their equipment for the day's diving. This equipment consisted of air bottles, rubber suits, underwater breathing-units, masks, lead weights, underwater lighting and cameras. Also food for the day, canisters of hot soup for the boat's galley, and a supply of dry clothing which ranged from the briefest of bikinis to woollen jerseys of vast dimensions. After a few late arrivals had jumped aboard and the navigator had finished scribbling all over his charts the engines were started and the day's trip was on. The object was to dive and explore the sunken wreck of the S.S. Muldavia, an ex-P & O boat which, it is claimed, was sunk in 1918 while serving as a troopship. The wreck lay in about 100 feet of water some seven or eight miles off the Brighton coast.

During the hour's sailing time to the anchoring point the secretary of the Brighton and Worthing Sub-Aqua Club, Patricia Lynch, gave me one or two details about the club and its activities. This blue-eyed water sprite has been club secretary for about three years, the club itself having been formed in 1955. Apart from the obvious enthusiasm required for the sport the basic qualifications for entry are, over sixteen years old (no upper age limit), medically sound, a preferred ability to swim and an annual club membership fee of £3.

Equipment can be loaned from the club during the training stage, and to a certain extent when qualified. But there are obvious advantages in having one's own equipment, the total cost of this being in the region of £100, but it can be acquired over a period - borrowing club equipment in the meantime. If you feel enthusiastic about sub-aqua diving and prepared to face the cost of the equipment there still remains the problem of joining a club. Most of the clubs throughout the country are only too anxious to welcome new members, but some - like the Brighton club - have had to impose membership limitations. This has become necessary owing to the comparatively few qualified diving instructors available and the length of time needed to train a pupil

*continued on page 124*

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## FRIDAY TO MONDAY

### Exploring in a Silent World

*continued from page 123*

to the required standard which permits sea diving. The Brighton club has eight instructors who are invariably busy offering tuition or maintaining diving standards.

A conversation with the club's training officer, David Clark, a company director, revealed the elements of danger in the sport and underlined the need for thorough training and strict discipline in terms of personal safety. During its six years in existence the club has never had an anxious moment or accident while diving - this is indicative of its thoroughness.

But all exciting sports have their element of danger, and I asked Tony Baverstock, the club's diving officer, if this was the main attraction. He said, "No, I think the real reason is that it's something fairly new and therefore different and comparatively adventurous. It gets you away from the more mundane things in life. Apart from the actual diving interest it provides a rare opportunity to explore. Other interest can be combined with the sport, such as photography, the study of marine life, and geology." He added, "When diving it's a strange silent world, where everything is weightless and new." Outside of diving for personal interest the club members find themselves working for others, i.e. clearing fouled boat propellers, freeing trawler nets, surveying and inspecting harbour installations, or simply recovering lost articles. The fees for such work make useful additions to the club funds.

Soon after the "Blue Dolphin" had anchored over the sunken wreck the divers, operating in pairs, slipped over the side to descend on the "Muldavia" 100 feet below on the Channel bed. At intervals, determined by their air supply, they surfaced and slithered back on board to excitedly tell their tales. Rather like the proverbial fishermen their tales varied considerably. Some reported the wreck as laying on its side like a vast skyscraper, others had different views. For example, when I asked one lissom beauty what she had seen she said, "Oh, just a mass of twisted iron and buckled plates." When I suggested that about the same sight could be seen on any London building site she replied, "Yes, but not in over 100 feet of water."

After a full day's diving the boat was turned for the return to Shoreham and liberal helpings of food and hot soup were handed round. Tales were still being told, but I wondered that if I had just spent the best part of a day on the sea-bed exploring and seeing where nobody else had been what my reactions would be. One thing is certain, my tales would be bigger and better than anybody else's.

END

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*continued from page 121*

religion, education, social welfare, justice, finance, defence, production, commerce, communications, banking, weights and measures, diplomatic representation and a list of further reference books. The rest of the world is treated with similar exhaustiveness.

## Retailing en masse

**Supermarketing.** By Frank J. Charvat (Macmillan), 48s. 6d. net, 50s. post paid.

This is a study of the supermarket - its development, operational features, and its influence on food sales.

The author discusses the internal and external factors which have contributed to the amazing growth of this type of retailing, and analyses the economic, technical and psychological influences that have brought it into being.

The techniques of buying and selling in this field, pricing, expense control, profit relationships, and investment requirements are given particular study. An interesting section examines the effect which supermarkets have had on food retailing generally.

## Statistics and statisticians

**Sample Design in Business Research.** By W. Edwards Deming (John Wiley and Sons Inc.), 96s. net, 98s. post paid.

Non-mathematical readers are likely to wilt with despair on opening the later chapters of this volume. The pages of long calculation may well frighten them off. But these chapters are intended either for professional statisticians or for those who need to follow their work more closely.

Earlier chapters are more general in appeal and set out to show business executives what they can reasonably expect from statisticians dealing with such matters as market surveys. Who is responsible for what; how should the statistician be briefed and what, if any, is his contribution to decision-making once he has produced his information? Questions such as these are fully treated.

## How to save and pay tax

**Tax Saving for the Business Man.** By Henry Toch (Museum Press Ltd.) 18s. net, 19s. 6d. post paid.

Following on the success of his first book, *How to Pay Less Income Tax*, Henry Toch has narrowed his field for a more specialized public and deals in greater detail with the matters involved. The basic principles

of income tax on business profits, Profits Tax, Estate Duty and Surtax are exhaustively described and copiously illustrated.

The book does not attempt to replace the professional adviser, but it will help the businessman to arrange his affairs to the best advantage, and to give his adviser all the relevant facts and ask the right questions.

## Putting it right

**Master of Others.** By Nevil Tronchin-James (Cassell and Co. Ltd.) 21s., 22s. 6d. post paid.

Dr. Tronchin-James, an experienced observer-consultant in industry, sets out to remedy the lack of organization and understanding at managerial levels. This, he believes, lies within the power of the Business Manager, the master of others. This book deals with his development, selection, training, his attitude to those he employs, and to those who employ him, and the methods of organization and administration which suit him best.

Though a serious subject, the theme is lightly handled, and well illustrated with practical examples. The businessman can dip into it, and always be sure of pulling out a rewarding plum.

## The waiting game

**Queues.** By D. R. Cox and Walter L. Smith (Methuen and Co. Ltd.), 21s., 22s. 6d. post paid.

This book is an introduction to the theoretical methods used in the study of systems involving congestion and queueing. There is an account of the general ideas useful in describing and thinking about queueing systems. Then examples are given of the mathematical techniques used in studying them.

The book should be valuable to operational research workers, and postgraduate students, teachers and research workers in mathematical statistics and the theory of probability.

## The debt of business society

**Management and Society.** By Sir William Robson Brown, M.P., (Sir Isaac Pitman and Sons), 15s., 16s. 6d. post paid.

In this book a number of public speeches made by the author in recent years have been collected and published for the first time. The theme that unites them is the responsibility of management and employees to each other and to society. Sir William Robson Brown adds his own conclusion in the final chapter. END

BUSINESS



*Photographed at a Colvilles Ltd. steelworks*

### **PINTAS GO TO WORK**

Is milk becoming our national drink? It looks like it. More and more managements are finding it desirable to provide milk for their staff. You'll find milk in the canteens—the dispensing machines do a good job here; you'll find milk in the factories, distributed from trolleys or from vending machines. So that nowadays, wherever there are men at work—or women either for that matter—there seems to be ice-cold milk at hand. Reviving, soothing and sustaining.

The daily pinta habit is a good habit—one thing about which management and men always agree.

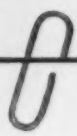
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## Fresh Thinking on Management

continued from page 98

During the last few years management literature has displayed a new clarity, and the reason is that the counter-revolution has been consolidated. Only a handful of barricades fell to Labour. The steel barricade swayed but held. By 1951 it was all over, though it took at least one more electoral battle to prove it. Now management feels secure again. It is free to think straight and set about making real if slow progress. In industrial relations in particular, it can stop thinking up advertising slogans and concentrate on the product.

### Sharing risk means sharing control

During the desperate post-war years there was a lot of facile talk about the need to make the workers feel identified with their firms. Profit-sharing schemes were introduced with rather slick publicity. The disappearance of the threat of nationalization has not, however, seen any diminution in profit-sharing schemes. What began in a defensive and even cynical mood has acquired a moral momentum. The end of it may be not that the workers are brainwashed into feeling identified with their firms but that they actually are identified with them. There are trends away from piece rates and towards greater job security, with contractual compensation for redundancy, as well as towards profit-sharing, and the trend in management thinking has advanced even further towards forms of industrial democracy. None of these trends has been inspired by trade-union agitation. The trade unions are even liable to oppose them.

One was not too surprised when Mr. H. G. Lazell, writing on "Ten Years of Profit-Sharing in the Beecham Group,"<sup>1</sup> concluded that profit-sharing was not enough and that it would have to be recognized that employees must have a vote; for his article was published in the

journal, *Co-Partnership*, where such views are unexceptional. It was a different matter to find in an article in *The Accountant* (by J. N. Matthews) the casual assertion: "In any case it will be generally agreed that spontaneous co-operation can only be fully achieved if employees, who are to share the risk, are also given representation on the board of directors." Mr. Matthews makes the good point that, with the general adoption of substantial profit-sharing schemes, labour, like capital, would tend to seek out the profitable firms: "Mobility of labour, a classical economic good, would be encouraged in the right direction at the right time."

A different aspect of the new thinking on profits is to be found in Mr. Enoch Powell's *Saving in a Free Society*. It needed someone as freethinking as Mr. Powell to make mincemeat of the sacred cow of undistributed profits. He declares that "the onus of self-justification ought to be with company savings, not with distributed profits," since the standards applied by directors to re-investment of their profits will be much less stringent than those applied by the capital market to investment in general. Directors will find it much less guilt-making to distribute a high proportion of profits if their employees enjoy a substantial profit-sharing scheme.

It will be observed, however, that if the nation's total capital investment is not to be reduced, Mr. Powell's thesis requires that any increase in distributed profits be matched by an increase in original investments. This requires in turn that the growth of profit-sharing be accompanied by a growth in small savings. Fortunately there is evidence that this will happen. The unit trusts are flourishing. More people are taking out more insurance, which means the insurance companies have more to invest in equities. And many profit-sharing schemes provide for the purchase of shares in the company.

### Conflicts of interest

Profit-sharing alone could spread throughout industry without doing more than scratch the surface of industrial relations. Profit-sharing combined with employee shareholding and participation in control would amount to a social revolution. Even unidealistic managements nowadays feel sufficiently hamstrung by the trade unions to be sympathetic to the idea of attaching responsibility to power. There remains, however, a genuine scepticism about its practicability. Most managements' nearest experience to industrial democracy has been joint consultation. Whether the inferences drawn from failures of joint consultation are valid is not here the issue. The fact is managements have drawn them, and they will not now easily be converted by theory alone.

For this reason the most influential recent work is likely to be Mr. Wilfred Brown's *Exploration in*  
*continued on page 158*

#### QUOTE

"Much of the purpose, difficulty and interest of management consists of reconciling or balancing different aims and interests"

<sup>1</sup> References for the writings mentioned in this article may be obtained on application to the Editor.



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# Management on the Platform

Industry's future depends on better communications between management and the shop floor. At Oxford industrial leaders encourage apprentices to make the most of their opportunities

by Nigel Farrow



*Discussion groups pave the way to confidence and understanding*

**W**HAT is industrial welfare? Whatever the theory, a practical exercise in it brought 140 apprentices from the smoky conurbations of the North to the second most beautiful city in England.

But the Industrial Welfare Society had more than that in mind. Last month they held three five day conferences for apprentices in that distinctive riot of red brick, Keble College, Oxford. The conferences were headed "The Approach to Industrial Responsibility" and the aim was "to foster in apprentices an awareness of their future industrial responsibilities as operatives, technicians or members of management."

Even given this far from raw material, five days is a short time in which to fashion it into industrial responsibility. The programme was necessarily crowded, and it needed a strong personality or a startling argument to impress itself on delegates punch-drunk with lectures, diagrams, discussion groups, factory visits and sightseeing tours.

Richard Banks, a director of I.C.I., who spoke on Britain's future in the Common Market, made a valuable plea for our entry into Europe, but

he was, as he readily admitted, an interested amateur rather than an expert. The questions that were put to him proved that the apprentices' concern with this topic had been underestimated. The points made were of sufficient relevance and complexity to demand the attention of a full-time economist. Bob Dickinson's talk on the role of the Trades Unions also hung fire. He gave a comprehensive survey of the fundamental principles of Trade Unionism, but in speaking on the more controversial aspects of the movement he was, as he said, "paid to be biased." By the nature of his office - Assistant General Secretary of the Association of Engineering and Shipbuilding Draughtsmen - he could not answer pertinent queries with sufficient independence or flexibility. The lesson of these two talks was that speakers must be able and willing to offer young and uncommitted minds knowledge in breadth and depth.

This was just what Thomas Roberts, Personnel Officer for the Beecham Group, was able to do. An ex-lecturer in economics at Hull and a practiced speaker he extended the potentiality of his audience. His subject was "Why People Work,"

and his object was to get his listeners to consider sympathetically the underlying motives of people working in industry. He showed that a man's work is not only a means to a wage, or a way of occupying five days in seven, but something necessary to his self-respect and social status.

I went around the discussion groups with Mr. Roberts and we listened to the animated arguments that he had aroused. Granted that his talk had been a success, I asked him how he had achieved it and what was the resulting "welfare." He said that he had spent the first few minutes assessing the level of his audience. Then he threw out his ideas just high enough above their heads for them to have to reach up to catch them. These general, provocative theories would, he hoped, provide a frame for their own experience. In effect he told them what they did not know they knew.

This is an answer that satisfies my opening question. These apprentices will go away from Oxford more confident of themselves because they have been shown that from their own knowledge they can build up an understanding of industry and the men who run it.

END



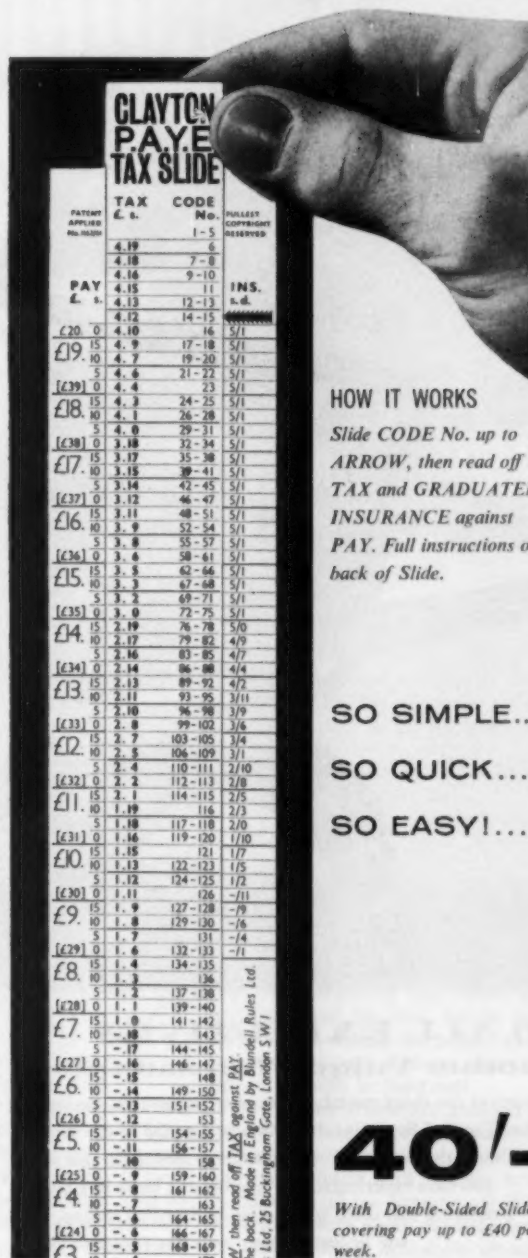
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4.9	17-18	6
4.7	19-20	6
4.6	21-22	6
4.4	23	6
4.3	24-25	6
4.1	26-28	6
4.0	29-31	6
3.18	32-34	6
3.17	35-38	6
3.15	39-41	6
3.14	42-45	6
3.12	46-47	6
3.11	48-51	6
3.9	52-54	6
3.8	55-57	6
3.6	58-61	6
3.5	62-66	6
3.3	67-68	6
3.2	69-71	6
3.0	72-75	6
2.19	76-78	6
2.17	79-82	6
2.16	83-85	6
2.14	86-88	6
2.13	89-92	6
2.11	93-95	6
2.10	96-98	6
2.8	99-102	6
2.7	103-105	6
2.5	106-109	6
2.4	110-111	6
2.2	112-113	6
2.1	114-115	6
1.19	116	6
1.18	117-118	6
1.16	119-120	6
1.15	121	6
1.13	122-123	6
1.12	124-125	6
1.11	126	6
1.9	127-128	6
1.8	129-130	6
1.7	131	6
1.6	132-133	6
1.4	134-135	6
1.3	136	6
1.2	137-138	6
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1.0	141-142	6
1.0	143	6
1.0	144-145	6
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1.0	149-150	6
1.0	151-152	6
1.0	153	6
1.0	154-155	6
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1.0	161-162	6
1.0	163	6
1.0	164-165	6
1.0	166-167	6
1.0	168-169	6
1.0	170	6

Read off TAX and GRADUATED INSURANCE against PAY. Full instructions on back of Slide.

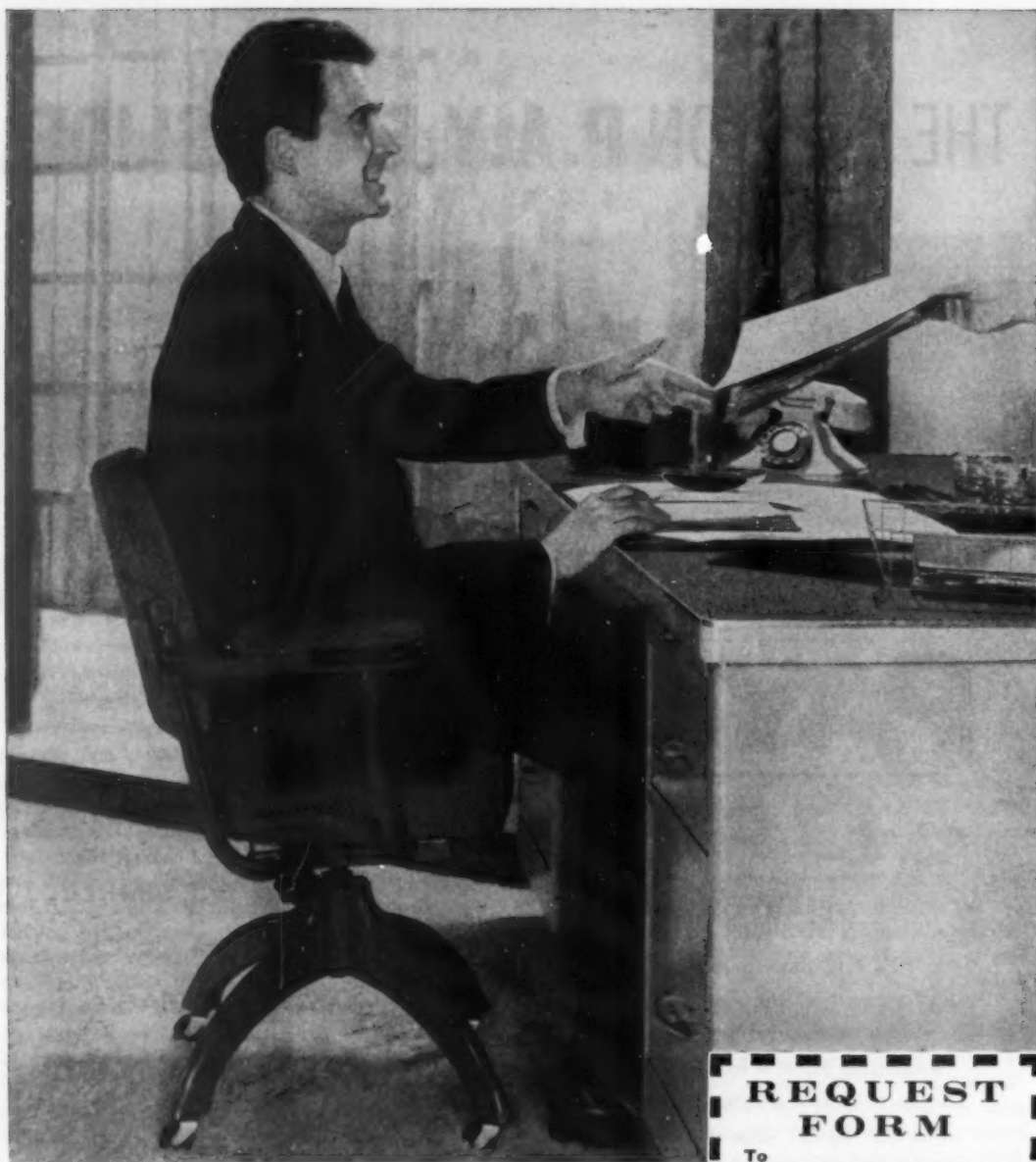
Slide CODE No. up to ARROW, then read off TAX and GRADUATED INSURANCE against PAY. Full instructions on back of Slide.

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### **To ALL EXECUTIVES Another Unique Tan-Sad Offer!**

Executives can enjoy entirely at our expense the rare comfort of another Tan-Sad Executive chair, for a trial period of one month.

This unrivalled offer is made with the conviction that once you have experienced the comfort and sense of physical well-being that come from scientific Tan-Sad seating, you will be loath to part with this executive chair.

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TO YOUR  
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HEADING

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**THE TAN-SAD CHAIR CO.,  
(1931) LIMITED**

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Holborn, London, W.C.1.**

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SIGNED

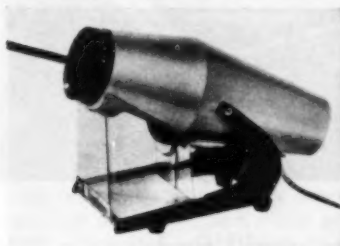
B2

★ For more details of any products use one of the New Equipment Service cards included in this issue.

# New Equipment

## Getting to the point quickly

A new mains-operated pencil sharpener, the *Tombow*, has just been introduced which is operated by



Sharpens in two seconds

simply inserting the pencil in the machine, which forms a point in under two seconds.

The *Tombow* is styled to harmonize with modern office equipment, yet is solidly constructed for heavy duty in large offices, schools, drawing offices, studios etc. The cast iron casing is base mounted on rubber feet and finished in grey and black.

It is fitted with an easily removable clear plastic shavings container. The size is 9in. by 4in. by 6½in. high and the weight 5½ lbs.

Enquiry Ref. No. 010/1

## Telephone answering 24 hours a day

A new machine for answering telephones automatically is called the *Robophone*, it saves time and money and provides a 24-hour service for telephone subscribers anywhere in the British Isles.

In many small businesses the new *Robophone* machine will replace the need to employ a full-time secretary. The new robot instrument will answer the telephone, record messages and orders, give callers information and will also act as an all-purpose

dictation machine. Its greatest value to most companies will be for maintaining round-the-clock telephone reception for customers and clients. It will be a boon, too, for professional men and women who are compelled to leave their telephones unattended.

It records on magnetic tape all incoming calls without disturbing in any way those going out. When there is an incoming call, the machine does not come into operation until after

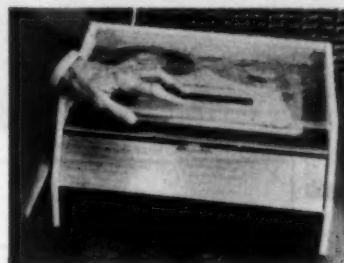


four double rings. If the call is not answered in the usual manner during this period, the machine automatically engages and transmits a pre-recorded announcement to the caller. This tells the caller the telephone number, the name of the subscriber and any other information before inviting him to dictate a message which will be recorded and played back to the subscriber when he returns. When the caller hangs up after giving his message (of any duration), the machine will wait for a few seconds and then close down and reset itself for the next call.

The pre-recorded announcement is contained on a tape loop which plays for up to 22 seconds, and the subscriber has the added facility of using a second track on the same loop for recording his own private announcements. A switch on the control panel allows a choice of one or the other. This is a particularly valuable feature for users such as doctors and photog-

raphers who may wish to change the announcement every day to inform callers of their movements and expected time of return.

The *Robophone* has a recording



A 24hr service

capacity of four hours – the equivalent of between 100 and 150 average telephone messages. The recording level of the machine adjusts itself automatically to compensate for good and poor lines, for loud and faint speech.

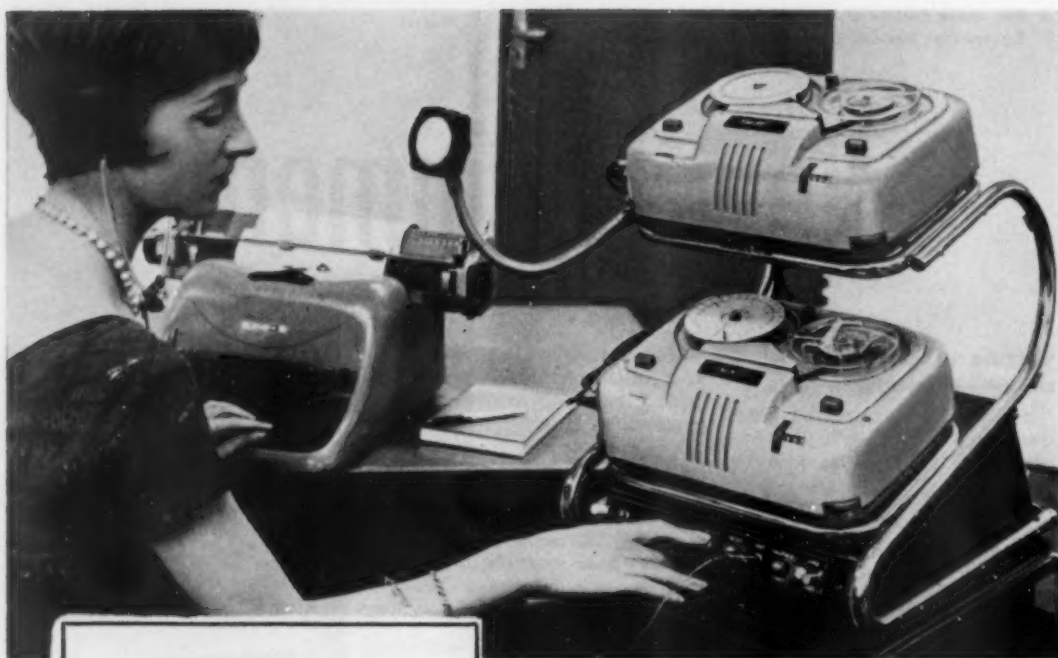
Enquiry Ref. No. 010/2

## Furniture with the edge off

A smart new range of wood office furniture will shortly be available. The range consists of 3ft. 6ins. and 4ft. 0ins. single pedestal desks, two 4ft. 6ins. admiralty type desks and 4ft. 6ins. and 5ft. 0ins. double pedestal desks. Telephone tables, wardrobes, bookcases and an executive range will also be produced.

The drawer fronts are rounded on the vertical edges and the veneers are wrapped round this shape. Each drawer is fitted with a satin brass handle and all top drawers are fitted with locks with a pull out slide fitted to each pedestal. Kneehole drawers are included in the 4ft. 6ins. and 5ft. 0ins. desks.

The deep filing drawers are mount-



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communication  
systems at  
STAND 146  
Business Efficiency  
Exhibition*

Here you'll find...  
**Eminet—the new personal system of  
recording centralised dictation  
and Telex messages**

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Try the system for yourself on our Stand. Our Consultants will be on hand to give all information.

#### SEE ALSO...

**EMIDICTA** Officedictationandmessagerelaymachines.  
**RINGMASTER** Inter-office communication that's five times faster than the telephone.

**MINIFON ATTACHE** Pocket tape magazine dictation machine and recorder for the 'man on the move'.

**MINIFON P.55** Still the *ONLY* pocket-size recorder/reproducer providing a non-stop recording period of up to 5 hours.



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MANCHESTER—Regent House, Cannon Street. *Deansgate 6045*

BIRMINGHAM—Lichfield House, Smallbrook Ringway.  
*Midland 9394*

GLASGOW—135 Renfield Street. *Douglas 6061*



ed on ball bearing metal extension slides giving maximum extension and smooth running, each of these drawers is designed to house quarto or foolscap filing systems or may be used with partitions only. The ebonized legs can be taken off for transport, storage or replacement by simply removing two hidden bolts.

Finishes available include light oak, medium oak and medium mahogany—all in satin finish with ebonized legs.

*Enquiry Ref. No. 010/3*

### Adhesive tape that's easy to use

A new improved double-sided cellulose tape has been added to an existing range. Its special features include an extremely aggressive adhesive and a new release coated interleaving, which takes the place of a standard embossed vinyl interleaving.

The tape is claimed to have very high tenacious qualities of its adhesion (50 ounces per inch width on both sides) and notable ease with which the interleaving can be re-

moved. This can be achieved by bending over a small tag at the end of the tape, so that the adhesive faces meet, when this is done it is found that the 'spring' of the interleaving or backing is sufficient to cause the kraft interleaving to come away from the tape itself.

*Enquiry Ref. No. 010/4*

### Making life easier for the typist

Now available are sets of rubber-faced, sprung units which clip over the individual plastic or metal-framed keys of typewriters and calculating machines. It is said that these key-tops aid typing speed by their non-slip rubber surface and individual springing, and prevent typists from breaking their finger nails. While the basic shapes of the typewriter keys are such that it is relatively easy to apply the units, a difficulty has been presented by variations in shapes of the space and tabulator bars, which have to be covered with soft moulded rubber pads.

Previously these were secured by

metal clips but now it is possible to coat these items with a pressure sensitive adhesive. This adhesive is pro-



An aid to typing speed

tected until use by a length of release coated paper which is easily peeled off the rubber pad, providing a clean and efficient method of overcoming this problem.

*Enquiry Ref. No. 010/5*

### New light on an old problem

Here is a new type of personal receiver which is an addition to the

**Buyers who tell Bosses about**  
**BEANSTALKS**  
**deserve Bonuses**

MANAGING DIRECTOR

If all the trays sold over the past ten years were placed end to end they would span 945 miles. That's a lot of evidence that Beanstalks do a fine job in goodness knows how many offices! Add extra trays in seconds—they build to the ceiling!

Foolscap size: 16" x 11" x 3½".

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4-tier 47/9	5-tier 60/9

Stand 16/7    Label holder 6d.

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(1/0/5)





Staff on call

*Personal Call* staff location system.

This receiver provides a flashing light on an extended cord. It enables the light unit to be clipped to the wearer's lapel ensuring that a call is readily received irrespective of the

local noise in factories and other areas of high ambient sound.

*Enquiry Ref. No. 010/6*

### Single control for good copies

The most important feature of the new electric *Copy-rite Golden Streak Automatic* spirit duplicator is the single lever control. This lever locks the master on to the drum, starts the silent motor, feeds paper and fluid and locks a protective cover into position over the working parts, all in one smooth operation.

The feed-tray is designed to carry paper of various weights from post-card to 9in. by 14in. size and the paper guides have pre-set locations for maintaining a correct alignment of paper. It feeds down to the last sheet, when an automatic cut-out stops the machine.

The reset counter, which is clean and easy to read, eliminates over-runs.

Copy can be raised and lowered whilst the machine is in operation and a five-position colour control

lever maintains the correct pressure to give a maximum number of uniformly clear copies in up to seven colours on one master. A signal light warns the operator if the fluid flow and roller pressure have been left on.

The machine measures 27in. long and 17in. high when in use, and 22in. by 12in. when packed away.

*Enquiry Ref. No. 010/7*

### Aiding the lecturer

The *Tutor* overhead transparency projector is claimed to present the latest development in co-ordinating visual communication with the spoken word. It projects a large, clear picture, even in a fully lighted room, and gives the lecturer a number of advantages that are not possible with the blackboard or lantern slide.

It means that he can face his audience throughout his lecture using previously prepared transparencies in single or overlay colours, use a pre-printed roll of foil on which type-written notes and diagrams are laid out in sequence, and make on-the-spot notes. The notes are made on a



## SPACE problem solved!



The problem of where to put those hats and coats can be solved in a neat and tidy way if you install **VALOR Steel Clothes Lockers**. Robust and smart, **VALOR Steel Lockers** are designed to last for years. **Valor** make them that way!

- ★ First class quality throughout—yet cost only a fraction more than low grade lockers!
- ★ Standard size 72" x 12" x 12".
- ★ Available in single, double or triple units. Each locker fitted with hat shelf and two clothes hooks.
- ★ Six lever locks.

## Valor

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It's 'Black Heat'—invisible, low-frequency heat waves—that gives a *Thermo-Fax* Copying Machine phenomenal speed and cleanliness. And 'Black Heat' enables it to go far beyond simple copying and do a host of other time- and labour-saving jobs. Thanks to 'Black Heat', *Thermo-Fax* Copying Machines are perfectly clean and perfectly dry. They copy almost any page

up to brief size, written or typed, printed or drawn, in 4 seconds flat. More. In 4 seconds they produce an itemised, addressed statement that needs no checking. Or 39 labels on perforated, *gummed* paper, because 'Black Heat' works without messy chemicals, fluids or powders. No wonder go-ahead offices are taking over 1,000,000 *Thermo-Fax* copies per day!

### Thermo-fax

REGD TRADE MARK

THE ONLY 'BLACK HEAT'  
COPYING MACHINES

**A Thermo-Fax copying machine  
produces**

a statement, 39 gummed  
labels, a 'Short note reply,'  
a receive note

**reproduces**

an enquiry, a quotation,  
a specification, a legal  
document

and hundreds more **IN JUST 4 SECONDS**

ANOTHER  
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PRODUCT

'Thermo-Fax' is a trade mark of the Minnesota  
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OCTOBER, 1961

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**BUSINESS EFFICIENCY  
EXHIBITION**

**OLYMPIA  
OCTOBER 2nd to 11th**



*A fully transistorised electronic computer, the Monrobot XI is the least expensive complete data processing system yet devised. The entire computer is contained in this desk sized console.*

## MONROBOT MARK XI

Monrobot Mark XI, the world's first truly low-cost general-purpose electronic computer, is priced well within the reach of the average-size business, yet has the basic abilities of equipment costing many times as much.

Monrobot XI offers complete flexibility. It is capable of simultaneous output on up to three devices which could include typewriter, 5-8 channel tape, card or edge-punched card. Input/output components can be plugged in or out according to the job to be done.

Compatible with any procedure already in use, Monrobot XI will interpret any code, whether number or letter, from typewriter, tape, card or keyboard. It has a built-in parity check on all alpha-numeric input information, and automatically outputs with correct parity.

Due to its versatility and low cost the Monrobot XI is equally suited to use in small businesses, to perform a complete data processing job; in a large computer installation as ancillary equipment used for data conversion, editing, or proof; or in branch offices to ensure accurate and standard record keeping and the production of output which can later be processed and analysed at the Head Office.

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A DIVISION OF THE BUSINESS MACHINES  
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Accounting machines · Calculating machines · Adding-listing machines



conveniently placed strip of clear film with a grease pencil, the image of which is projected on the screen as he writes.

*Enquiry Ref. No. 010/8*

### Light weight pocket-file

Traffic inspectors, laboratory technicians, students, engineers, storemen, site-foremen, draughtsmen and supervisors will find the *Kolt* light-weight pocket clip file a valuable aid. It saves stationery costs by using inexpensive paper - scrap paper, cut paper, pads or strips of note-paper.

This pocket clip file is plastic covered, fitting snugly into a laboratory or overall-pocket it is hardly noticeable. There is a strong clip to hold the paper and means of hanging the clip-file up when required.

*Enquiry Ref. No. 010/9*

### Streamlined dictating

An entirely new all-transistor dictation machine with several note-



Streamlined and efficient

worthy features is the model *EL.3582*.

The flat, low machine has piano key type control buttons, a tiny new snap-in tape cassette and a constant tape speed of 1 7/8 i.p.s. The large tape indicator is marked off in four divisions for each of the 20 minutes playing time on each side of the tape.

*Enquiry Ref. No. 010/10*

### Seating in personal comfort

The *Thinkerchair* has self-adjusting back and short arm-rests to guaran-

tee maximum freedom of movement. The seat is adjustable to six different heights and the spring-loaded rotating base makes it adaptable to any individual requirements.

It is of steel construction, in



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**Real and attractive beauty co-related to the latest advances in mechanism perfection.**

We understand the value of her training and experience and show our appreciation in the most practical way, by designing a beautiful electric typewriter that will make her work easier and happier.

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Olympia October 3rd to 11th **STAND 22.**

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## OFFICE *continued*

chrome finish, and with all wooden parts matt ebonized. The chair is also available with flat upholstery.

*Enquiry Ref. No. 010/11*

### Typing by automation

Auto-typist is an automatic typing machine expressly designed for the fast and accurate typing of office correspondence – and an effective solution to the problem of shortage of qualified typing staff.

It will operate any make of typewriter at a typing speed of up to 140–150 words per minute. Output from one machine can be as high as 120–140 letters a day, i.e., three to four times the manual typing volume.

*Enquiry Ref. No. 010/12*

### New machine for statistics

An interesting new calculating machine is the VSR 18 “n” – a statistical version of the older model VSR.

The main feature of the machine is the fitting of an external “n”

counter which is electronically operated from the machine. This should be of interest to both cost accountants and statisticians because in many instances one would use this machine for calculating a series of results working with a constant factor where it is important to know the number of operations that have been carried out. The “n” counter itself can be reset at any stage.

*Enquiry Ref. No. 010/13*

### Simplified add/listner

The Summa Prima 20 is a simplified hand-operated adding/listing machine designed for rapid and accurate calculation.

It features a simplified modern keyboard with nine white keys for entering figures 1–9, and three smaller white keys for entering 11d., 10d., and ½d. only, and three black keys for entering single, double and triple ciphers respectively. It adds and subtracts, and the entering capacity is £9,999 19s. 11½d. while the totalling capacity is £9,999,999 19s. 11½d. The machine incorporates a

conveniently placed four position ball switch to control subtraction, total, sub-total, and non-add functions; a repeat lever for simple multiplication; repeat subtraction lever; column indicator and credit balance signal.

It is a lightweight unit, weighing only 9lbs., and the carrying case is an optional extra.

*Enquiry Ref. No. 010/14*

### Typewriter into data writer

The Datawriter series T2A50 is a conversion of the Lexicon 80L electric typewriter for use as a range of automatic data writers. The keyboard and facilities for manual operation of the machine as a normal typewriter are unchanged.

There are several variations of the conversion. The keyboard can be converted for numeric operation only, or for full alpha numeric.

Full programming facilities are available enabling control of other equipment to be made from the document format.

*Enquiry Ref. No. 010/15*

## Electrically Operated COUNTER AT NEW LOW COST

- \* Rated speed-up to 1000 Counts per minute.
- \* Designed for panel or base mounting.
- \* Centre reset by knob.
- \* Connection by flying leads.
- \* Maximum voltage 110 D.C.—250 A.C.



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MODEL 442

*Full technical information on request*

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FLEXIFORM comprises Master Units and a variety of components for every known office application. These components can be assembled to plan—as needs require—with maximum economy of floor space. The combinations achieved are infinite, a few examples of which are illustrated.

## **Amsel FLEXIFORM**

- 1 *Flexishelves*: movable dividers fit in the slots at  $\frac{1}{2}$  in. intervals. Ideal for filing, books, wallets, stationery, storage, etc.
- 2 *Rails*: for lateral filing, linked or hook-on type files.
- 3 *Pigeon-hole Sections*: for segregation or sorting, fitting over dividers on the Flexishelf providing eight or less pigeon-holes per shelf.
- 4 *Stationery Dispensers*: Foolscap (as illustrated) or Brief size for stationery or collating.
- 5 *Full Width Drawer*: for sundries storage or rolled plans.

- 6 *Card Index Drawers* (16 sizes).
- 8 *Pull-out Desk Top*.
- 11 *Visible Index Panels*.

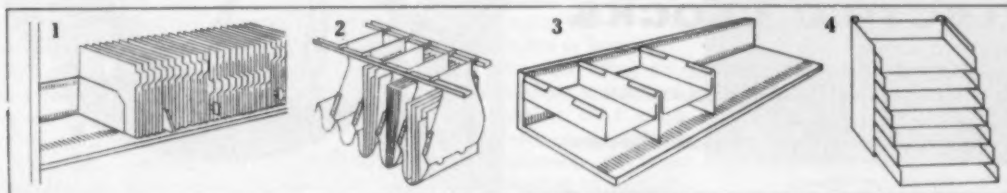
- 7 *Plain Shelves*.
- 10 *Refreshment Unit*.
- 12 *Work Trays, etc., etc.*

See us at  
**OLYMPIA**  
3-11 OCTOBER 1961

**B. E. E. STAND 116**

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AMSEL LTD., 39-40 BUCKLERSBURY, CHEAPSIDE, E.C.4  
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Maximum legibility and good taste are combined in the Gents wall clocks shown here.

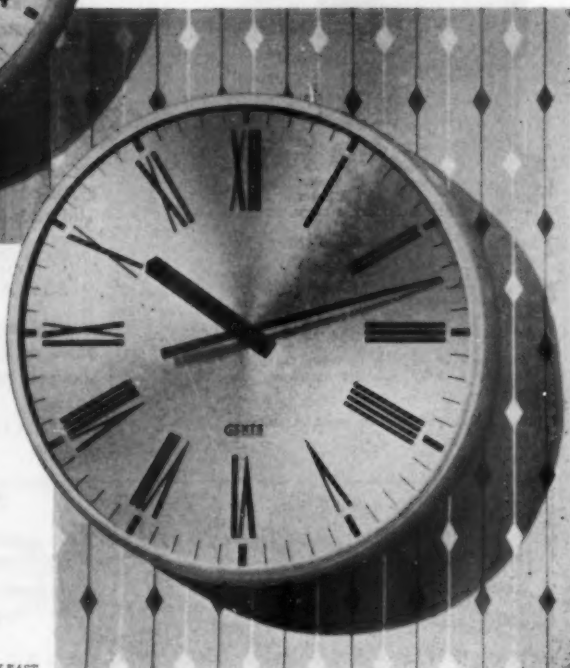
Styled by a leading industrial designer they provide a choice of standard models which fit happily into present-day surroundings and décor.

These and others in the extensive Gents range have been selected by the Council of Industrial Design for inclusion in Design Index.

All are available for operating either on A.C. Mains or as part of a Master Clock System.



*In every way... Right!*



*May we send you literature?*

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OF LEICESTER

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## Automation for the smaller manufacturer

Although large companies dominate manufacturing in this country, small firms predominate and play a very decisive part in production. In terms of resources there is little comparison, and this puts the smaller concerns at a relative disadvantage especially when it comes to installing the latest equipment.

The introduction of a low-cost industrial robot promises to introduce for the first time automation on the assembly line for even the smallest manufacturer. It is designed to work on any assembly line under the command of its own electronic

and position the work pieces as they pass on the assembly line. By the use of an accessory swivel which provides it with a wrist, its range of actions is greatly increased.

If the assembly line has a number of jobs to be completed simultan-

fabricated parts to a trimming press in a car factory.

In addition to the sales campaign, it is to be released on a rental basis.

*Enquiry Ref. No. W10/1*

### Automatic lifting and counting

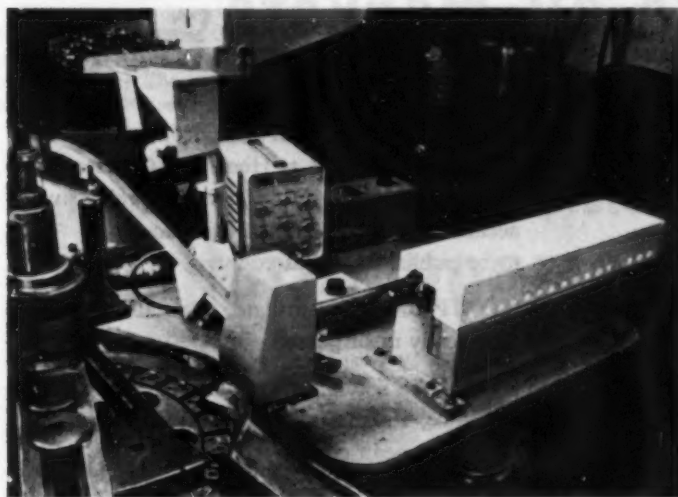
Far too many accidents are caused in this country through lifting and carrying. Most of the heavy work is carried out by a variety of powered trucks, but where loading is primarily concerned, much of this is still carried out manually.

A range of sack and box loaders and stackers with a lift of up to 15ft. are now available to speed and ease the work. They range from the smallest models, designed for sacks and boxes, and the more specialized models including self-upping hopper feeders. Some are manual control, but others are automatic. They include mains electric or petrol powered machines.

*Enquiry Ref. No. W10/2*

### Improving safety with plastics

The number of hours lost through accidents can be cut down. That has been proved by firms that make their employees safety-conscious and by



*Performs repetitive work automatically*

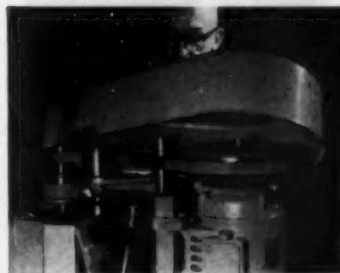
brain, and is capable of performing practically any repetitive task associated with hand and arm motions.

Its greatest asset is its flexibility. Any operator can be trained to handle it within one hour, and by simple mechanical adjustments and switches, the unit can be used for a wide variety of entirely different jobs. The machine consists of an arm and an actuator which can be fitted with many types of fingers and jaws.

Once the programme is set, the machine uses its fingers to grip, move

ously, it is possible to couple up a number of the machines in synchronized co-operation. Another distinctive feature of the robot is that if the brain informs the machine something has gone wrong, the machine stops and the supervisor is told through flashing lights or buzzers.

Among the jobs now being performed by the machine are a complete oiling operation of a clock assembly as it passes on a conveyor belt; the part assembly of typewriters, and the feeding of partially



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in association with Brown Knight & Truscott Ltd. (Printers and  
Lithographers) and Engineering Ltd. (Publishers of *Engineering*)

## WORKSHOP

those who provide the maximum amount of safety equipment.

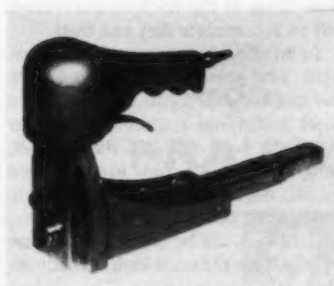
Until recently, machine guards were made of either metal or wire. Now comes a polyester/glass fibre belt guard, claimed by the manufacturers to be corrosion free and cheaper than guards of comparable strength. The use of reinforced plastics permits the making of a wide variety of forms from standard casts.

*Enquiry Ref. No. W10/3*

### Closes the box tightly before stapling

Among the latest range of carton closing equipment is a stapler designed for the close drawing of the two flaps prior to sealing. This tended to grip firmly the carton before stapling thus ensuring a firm and secure package.

The clincher has two simple controls. One governs the depth of the staple, and the other the tightness of the clinch. These two controls ensure that the machine can be used



Grips and closes

with any normal type of corrugated carton. The size of staples can also be changed very easily in the 1/2 in, 3/4 in and 1 in range.

The same machine can be used manually for automatically where an air-line is available.

*Enquiry Ref. No. W10/4*

### New kind of contemporary office heating

There are many ways of heating offices. But a system recently devised promises to combine individually controlled heating with contemporary appearance.

Included in the range for office heating are three models capable of

being fitted into existing walls and furnishings with the minimum of disturbance. The cabinet model provides heating for one room as does the Flush model which is fitted into the wall. The Slimline has front and rear outlets for heating two adjoining rooms.

Important features of the current range is that they are spacesavers and convect heat throughout the room.



Fits in perfectly

## Make your wages van completely BANDIT PROOF!

Protect your staff, cash and valuables—let us supply you with a van incorporating the security aids listed below, or fit them to your present vehicles. These new devices are the most advanced of their kind, with a 100% effectiveness confirmed by Scotland Yard. A special key allows the aids to be quickly neutralised if the vehicle is needed for other work.

**Automatic Car Immobiliser**, works immediately ignition key is removed.

**Portable Car Safe** with 2-way klaxon which brays if safe is tampered with.

**Metal Wages Case** with 200 or 350 compartments and fitted with alarm.

**Portable Car Wages Alarm** shrills at touch of button and fits any vehicle.

**Leather Guard-All** houses metal strongbox with Chubb 6-lever lock. Klaxon blares if case is snatched—audible for 250 yards.

**AND—THE VERY LATEST IN SAFETY DEVICES—THE GUARD-ALL ALARM FOR SAFE, HOUSE OR FIRE**

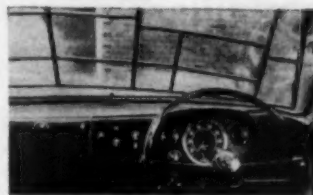
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### SECURITY PRODUCTS

MANUFACTURING COMPANY LIMITED

A division of Security Services Ltd.,

344 Grays Inn Road, London, W.C.1. Tel: TERminus 4303/5.



Alarm. Turn ignition key, set immobiliser knob. Alarm sounds if anyone leaves or enters vehicle.



Grid for paying out window. Also removable windscreen and window grids, locks and bolts for doors.



Detachable safe (with alarm) fitted inside van. Metal bar protects van rear.

## WORKSHOP

The radiators are also capable of being fitted to an existing hot water system.

*Enquiry Ref. No. W10/5*

### Feeding by gravity

Shelving is now commonly used in most warehouses and shops. But too often this is accompanied by a rapid turnover of goods stored in front,



Load from the back

with those at the back of the shelves left to accumulate dirt and dust.

In an effort to overcome this drawback, new gravity feed shelving is on the market which can be adjusted to meet individual requirements. Four standard bays are on the market, ranging from 4ft. 6in. to 12ft. deep by 3ft. wide and up to 9ft. 3in. high. Loading is completed from the rear and articles can be divided by the use of small partitions which are adjustable at 1½ in. intervals. The shelves are also altered as required.

The front of the bar is fitted with a card holder for identification slips, and a technical service is available if required.

*Enquiry Ref. No. W10/6*

### Spraying on the data in colour

Many ways have been tried to increase production in the despatch department. Where crating or packaging is involved, much time is spent either painting or stencilling on destinations or contents. Several ways have already been perfected of speeding up this work, including the use of aerosol dispensers, and this



Press the button

has now had added to a colour range including blue, green, white, red, orange, yellow and aluminium.

They are suitable for most porous and non-porous surfaces like wood, metal drums, bales, tarpaulins, concrete and stone, all colours being waterproof and non-flaking. The fluid is ready for use in the dispenser and is discharged by the press of a button.

*Enquiry Ref. No. W10/7*

### Making room for more

One of the problems facing exporters is to keep space for the large containers necessary for the heavier and more easily damaged equipment. Most firms keep a supply of these in

## IMPORTANT ANNOUNCEMENT TO PROFESSIONAL MEN

*Now you can purchase your*

# Carpets

**DIRECT FROM THE MANUFACTURERS**

**at full wholesale discounts**

Our new policy is to supply carpets direct from the manufacturers to owners of businesses at **FULL WHOLESALE DISCOUNTS** — a saving of approximately 30%.

'Tower' Brand Carpeting is available in 9 attractive colours and in two qualities:— 'Super Tower' Wilton Carpet (a super all-wool Contract quality), and 'Wiltex Royale' Broadloom. These are exceptionally hard-wearing and offer unusual value for money. Ideal for offices, waiting rooms, corridors, etc. where frequent heavy wear is encountered. A Kit of large size samples will gladly be sent on request, without any obligation.

These discounts are available only to bona-fide professional offices or business concerns.

**ATTACH THIS COUPON TO YOUR LETTER-HEADING - AND POST NOW**

**To: STAFFORDSHIRE CARPET WEAVERS LTD.,**  
(Midland Sales Division) **89 STATION ST., BIRMINGHAM 5.**  
Please send Kit of Free Samples and full details of 'TOWER' Carpets without any obligation.

**NAME** \_\_\_\_\_

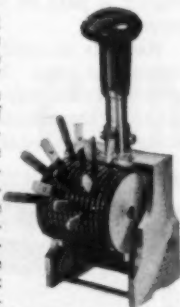
**ADDRESS** \_\_\_\_\_

B/10/61

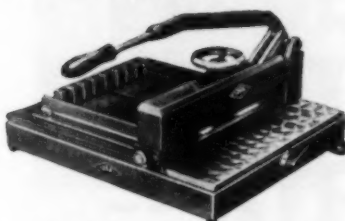


## ● Marking

Many marking problems can be solved by using one of the 'DEDRUMA' machines and we invite details of your specific requirements. The outstanding feature of all 'DEDRUMA' machines is the extreme rapidity with which variable data can be set. Large electric models are available for various industrial applications in many trades.

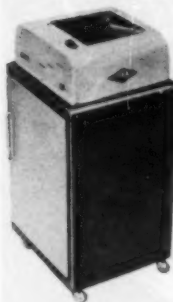


## ● Cutting



With a range of 18 models, "IDEAL" GUILLOTINES offer a solution to the rapid and accurate cutting of paper, board and many other materials.

## ● Shredding



With an output of 90 lbs. per hour, the "SCIMITAR" DOCUMENT SHREDDER will provide for the safe disposal of office records and at the same time create valuable packing material.

## ● Also . . .

These are just three items from our range, we invite you to send for fuller details of these and other machines.

**business aids Ltd.**  
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OCTOBER, 1961

from all sides . . .

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**Perkins**

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The finest vehicle engine of its class and horsepower in the world—that's the consensus of opinion from all sides of the industry.

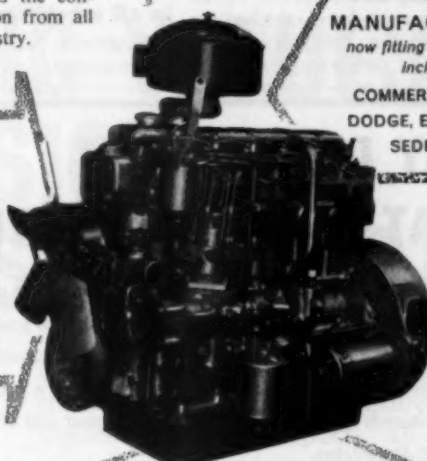
### MOTOR TRADERS

—Kays (Derby) Ltd., Say:—

"There is a terrific swing to vehicles powered by the Perkins Six 354. Users report increases up to 3 m.p.g. over other standard power units."

**MANUFACTURERS**  
now fitting the Six 354 include

COMMER, DENNIS,  
DODGE, E.R.F., AND  
SEDDON.



**OPERATORS**—Richard Read, Haulage Contractor, Longhope, Gloucester, say:—

"We have operated an E.R.F. 64P fitted with the Perkins Six 354 for the past six months, and have done 40,000 miles with it, with pay load of 9 ton 10 cwt. The fuel consumption 14.9 m.p.g. with a performance which equals any other vehicle in its class. All our drivers like this engine and we feel it is the power unit for us on the 7-8 ton."

Vital statistics of the 5.8 litre Six 354 are 112 b.h.p. at 2800 r.p.m. (260 lb. ft. torque). And if you'd like to know more—just write to Perkins.

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## WORKSHOP

the stores, and they normally take a considerable amount of room.

One company found that the limit on storage space had been reached, but expanding business meant more cases. After considerable research they developed a collapsible case which, after 8 months of use, has not resulted in one claim for damaged goods. There are three standardized cases to meet most requirements, all constructed from 6mm. plywood.

Goods can be packed within cartons or stored in wood wool. Where shipment is to countries with high humidity, waterproof liners are also used. Metal edging is used on the containers, and packing is completed by tension straps.

*Enquiry Ref. No. W10/8*

### Opening with safety

A wide range of equipment suitable for improving packing efficiency is now coming on the market, but as yet, this has not been matched by tools for opening. This gap is partly filled by a very simple staple remover



Out with the staples

designed for lifting staples without damaging the carton or box so permitting its immediate re-use.

The remover is sturdily built from steel, and a range is available to suit all sizes of staples.

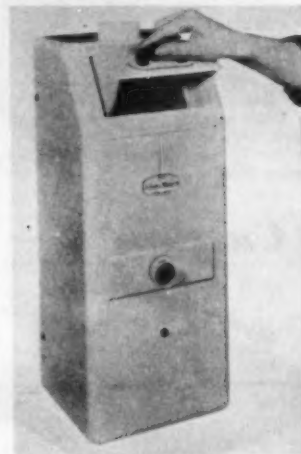
*Enquiry Ref. No. W10/9*

### Good hygiene is essential in all establishments

Hygiene in factories and offices is as important as actual working

conditions. Only too often improvements are made in physical conditions at the workplace, while little regard is paid to sanitary arrangements.

Recently an entirely new sanitary incinerator has been introduced which should help to sweep away many of the antiquated methods in some of our establishments. It is



Fixes on the wall

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The Dialled Despatches pneumatic carrier tube system, tailor made to answer your specific requirements, brings the whole firm to your finger tips. Documents, sample files, punched cards, etc., which usually have to be transferred manually can now be sent to any part of a building in a matter of seconds at the turn of a dial. For speed and efficiency install Dialled Despatches.



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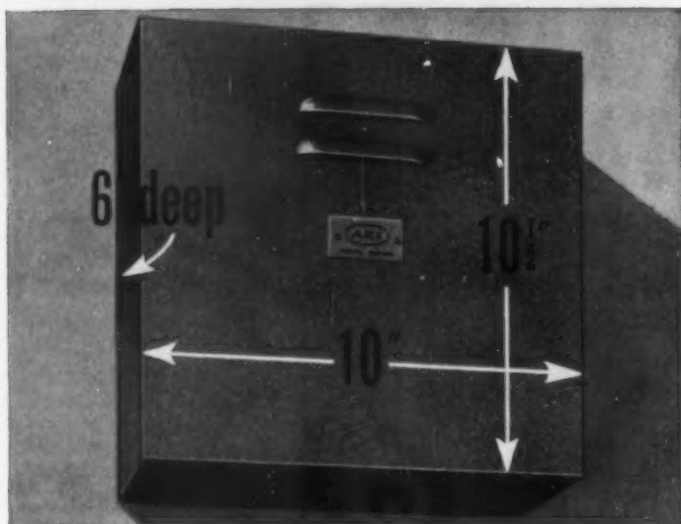
SHOWROOMS IN BIRMINGHAM, BRISTOL, GLASGOW, LEEDS, MANCHESTER

OCTOBER, 1961

P.41

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# It's so small— it's unbelievable!



## The most inexpensive automatic exchange available

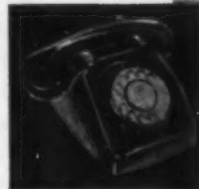
PAX 61 gives you a 10-line internal telephone system that is incredibly compact and inexpensive. The automatic exchange measures only 10½ in. by 10 in. with a 6-inch depth, and has all the reliability associated with ordinary mains power supply and GPO-type uniselect operation.

Ordinary dial telephones are used (you can have the new GPO design or elegant Centenary Neophone), and only one digit need be dialled to call an extension. Yet when you feel big enough for a larger exchange and more lines, all the telephones and all the wiring can be retained—they do not become expendable.

Learn how you can have this wonderful aid to your business installed at a low all-in rental by sending for full details now!



Top:  
The Centenary  
Neophone



Bottom:  
The new GPO  
Telephone



**Telecommunications Division**  
Private Telephone Department  
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West Kensington, London W.14. FULham 9471

**Associated Electrical Industries Ltd**

TA/6/112

## WORKSHOP

manufactured from sheet steel, is wall mounted and rated at 750 watts. The height is 24in., overall width 10in. and net weight 60lbs.

The unit is guaranteed for 12 months, and is included in a range for up to 150 users.

Enquiry Ref. No. W10/10

## For the smaller factory

Heating of industrial and commercial premises can be very expensive, either in fittings or maintenance. An oil fired heating cabinet is now available which is claimed to have the



Oil fired factory heating

lowest operating cost of any system of similar heat output.

It is specifically aimed at the smaller premises where integrated heating arrangements are too expensive. The cabinets, which are free standing, are fed from outside storage tanks. Complete with thermostat and time clock, they operate automatically.

The manufacturers operate a special 7-day demonstration scheme for customers.

Enquiry Ref. No. W10/11

## Filtering the dirt out of the oil

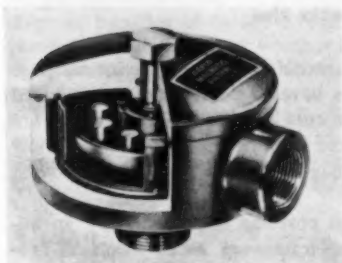
Damage to precision instruments and tools is frequently caused by small particles which are lodged in the working parts. These are transported either by dust or through the lubricating liquid, but the result is the same, often severe damage to the finished product.

A small filter is now available which extracts all ferrous particles

**BUSINESS**



## WORKSHOP



Helps to stop damage

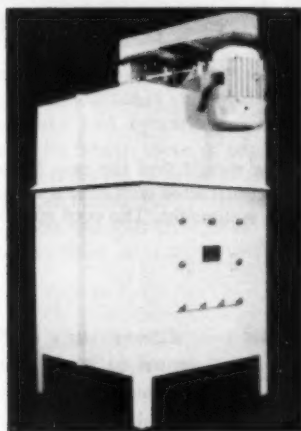
from machine tool coolants, including clay slurries, oils and other fluids as they service the machine. The unit is simple to instal and easy to clean.

Enquiry Ref. No. W10/12

### Throwing it out

A new mixing machine which the manufacturers claim can mix compounds many times faster than other conventional ways is now on the market.

The use of a tapered worm in the container causes a turbulating movement which is not possible with a normal worm which tends to carry the material its whole length without movement. With the mixer filled



A ton a minute

from the top, and discharged from the bottom, the contents are completely mixed when in motion. Tests carried out so far show that five tons of material can be mixed under five minutes. With chemicals such as silicates, tests carried out produced an average mixing time of 17 minutes.

Enquiry Ref. No. W10/13

OCTOBER, 1961

**SPESAVER**

**- a BIG step forward in storage and materials-handling**

SPESAVER is designed to savespace, time and money. It is the most advanced British-built storage and materials-handling system!

SPESAVER eliminates all unnecessary handling. Every bit of storage space is fully utilised. Installations are quick to erect or re-group.

SPESAVER Installations always look neat, and their cost is soon recovered by the increased efficiency of your stores and the better use of available space.

Semi-open container front provides instant accessibility and at-a-glance visibility.

The rigid self-stacking shelf units can be built up to whatever length and height required. Additional units can be added whenever needed.

The SPACELIFTER Truck and other accessories turn SPESAVER Storage into a complete materials-handling system.

**write for full details TODAY**

To Bradley & Company Ltd.  
SPESAVER Equipment  
Albion Works, Bilston, Staffs.

Please send me the FREE  
16 page SPESAVER booklet

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

# UNLEASH HER HANDS

*unleash your mind into  
an Edison Voicewriter*



156

## WORKSHOP

### **New truck protects the delicate fabrics**

In many of the textile or clothing factories, large quantities of goods have to be regularly transported through the departments. A wide variety of trucks are available for this kind of work, and this range has now received a canvas bag type truck suitable for moving delicate fabrics.

The 12oz. canvas covering is protected by an all-welded tubular steel framework which meets all protruding objects without affecting either the canvas or its



The canvas can easily be washed on this trolley

load. To reduce tension on the strap, the bag is supported by a frame which greatly increases its safe loading capacity. The bag itself is secured by a single cord which is easily removed for the canvas to be cleaned. Rubber tyred roller bearing wheels are fitted to all models, and truck sizes range from 2ft. 9in. by 1ft. 8in. by 2ft. 3in. deep to 10ft. by 3ft. by 3ft. deep. Any size can be made to customer requirements.

*Enquiry Ref. No. W10/14*

### **Cooker that keeps the fat clean and fresh**

Catering establishments should find the new frying machine with a specially constructed cool zone a useful addition to their kitchen equipment. The cool zone is



You can fry most kinds of food in this machine

**BUSINESS**

## WORKSHOP

the unusual feature, and this is designed to receive small chips or particles of batter during frying in order to preserve the oil. The fryer, which is especially deep and designed for high capacity chip cooking, can also be used for cooking other foods.

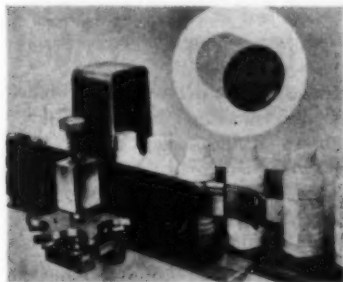
The burner assembly and all controls are situated behind the hinged door. Variable control within a range from 220°F to 410°F is possible. The unit is 3ft. high, 2ft. wide, with a pan cooking area of 21in. by 18in.

*Enquiry Ref. No. W10/15*

### **Coder which is operated by goods it stamps**

There are many coding machines capable of being fitted to conveyor lines, but few are automatically operated by the products as they pass the inking device. Among the latter category is a new and simple fixture for lettering aerosols and cans or any round container.

It is installed by four screws, and can handle up to 150 units a minute. As it is driven by the stream of



Can  
handle  
up to  
150 units  
a minute

products it has no electrical components whatsoever. The manufacturers claim that because of its simplicity in make and operation it is especially suitable for factories where there is any danger of explosion or where moisture is liable to affect the working of more intricate machines.

There are inter-changeable parts available to enable the machine to handle various sizes of containers.

*Enquiry Ref. No. W10/16*

### **Plan your ventilation before you start to build**

"Design to installation" is the service offered to contractors wishing to improve the ventilation of buildings. All the units, which are manufactured from aluminium, are easily installed in sheeting, brickwork or glazing. Two standard widths are available, 1ft. 10in. and 3ft. 10in., and the standard heights are from 4ft. to 7ft. 9in. in 5in. increments.

All units can be operated manually, remotely or electrically, between the closed and fully-open position. The use of aerofoil blades ensure a weathertight unit when fully enclosed.

*Enquiry Ref. No. W10/17 END*

OCTOBER, 1961

## UNLEASH HER HANDS



Give your secretary more time to look after your more important, more productive business activities. Give her more time to look after your business interests. Her time is important to you—your time is money—give her a Voicewriter.

Take this opportunity to dispense with dictation-eating hours and promote her from a secretary to your personal assistant. Dictate into a Voicewriter and give yourself more time for more important things.

FREE YOUR MIND—  
FREE HER HANDS

Get to know more  
about the Voicewriter.



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. . . we've standardised and come right up to date with Pullman-Speke wood furniture. The craftsman-built "Unit" range consists of interlocking desk-tops, cupboards and pedestals, cleverly designed to clamp together in a number of different ways.

We've arranged our layout to give everyone the maximum desk space and to fit in with our own work rotation system. It looks smart and efficient and our people are now really comfortable.

and right through the organisation

**Commercial range:** desks and tables for the smaller offices.

**Executive range:** for the boardroom and senior staff.

## **Pullman-SPEKE** office furniture

in oak or mahogany

The three ranges blend in matching wood.

"Two-Station unit with open cupboards and two four-door pedestals £59. 8. 11 complete for eight persons £237. 7. 8. for twelve persons £356. 1. 6."

The whole range will be on show at 71 Hammersmith Road, London, W.14 (opposite entrance to Empire Hall, Olympia) during the time of the Business Efficiency Exhibition - Oct. 2-11.

For full details of Pullman-Speke office furniture, fill in and post this coupon today.

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Pullman House, 29-37 Goswell Road,  
London, EC1. Tel: Clerkenwell 6911.

Name

Address

(B2)

Office Equipment Division of Pullman Industrial Holdings Limited.  
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Glasgow, Edinburgh, Birmingham, Manchester, Bristol.

## Fresh Thinking on Management

continued from page 131

*Management*, wherein the theory is all based on what has actually been done at The Glacier Metal Company. This describes an elaborate system of joint consultation the feature of which is that it breaks down the artificial dichotomy between management and men. All sectional interests and all grades including the senior are represented. In his role as a representative of his group, a man may oppose the policies of senior management. Returning to his role in the executive chain of command, he does as he is told. This respect for the distinction between representative and administrative function (parliamentary privilege) is what has made political democracy possible. It is implicit in all joint consultation, but usually only as between the "two sides." Everyone knows there are many more sides than two. Glacier Metal has recognized and institutionalized the conflicts of interest between management and management and between men and men.

To do this is to reduce the consciousness of conflict of interest - to reduce the distinction - between management and men. More revolutionary things have happened in other firms - in particular in the few thoroughgoing co-partnerships - but these are regarded by other managements as something apart. Glacier Metal has the look of something ahead.

Mr. Brown's book illustrates another important trend. The basic justification for thinking about management at all has always been given as the need to clarify the roles and relationships in the organization. Till recently there was a marked tendency to equate clarity with simplicity. In fact modern industry is necessarily complex, and if you set out to define the complex you must choose between clarity and simplicity. Glacier Metal was the first company to come down wholeheartedly on the side of clarity. Its careful role specifications, based on the distinction between prescribed and discretionary activity, arose from the work done by Dr. Elliott Jaques on salary structures, but their implications both for organization and for selection are self-evident. In the end of course, if you choose clarity, life becomes simpler.

The old urge to simplicity of definition received its greatest indulgence in the drawing of management charts. The charts became an end in themselves. The fewer and straighter the lines on them the better. Every organization had to be entirely analysable in terms of line and staff and of functional relationships. Even at that, the non-line tended to be resented for spoiling the pattern, though with ingenuity one could sometimes make them look symmetrical.

The most advanced thinking here is embodied in the

BUSINESS



work of Dr. T. T. Paterson of Glasgow University. While he has much that is pertinent to say on the nature of authority and responsibility (you can delegate the one but not the other), the chief interest of his work consists in his analysis of the degrees of authority and lack of it. He distinguishes between full control, actual control, nominal control, actual advising, nominal advising, actual informing and nominal informing. It needs only a little reflection on the different advisers, experts, inspectors and the like who now abound in industry to realize that the complexity implied by all these categories is not of Dr. Paterson's invention.

Probably no two specialist functions are quite alike in their impact on organization. Both the channels and the degrees of authority are more numerous than the traditional management charts admit. Dr. Paterson's charts are forbidding to look at. They may not be suitable to hang on the walls as an encouragement to the boys. But they will be invaluable to those such as managing directors and consultants who are responsible for improving organization. A complex and accurate chart may reveal how an organization may be usefully simplified. Simplifying the chart itself is as idle an occupation as touching up a photograph.

## Improving control

Complexity for the sake of clarity has also been a feature of the development of "management control"—so much so that a subject which is of fundamental concern to every manager is in danger of being regarded as an esoteric pursuit of the specialists. Management control is concerned with improving the processes of co-ordination in a business—for example, with knowing, while allowing the smallest possible margin, when production needs to be increased to meet orders, and when stocks need to be replenished or more employees taken on to meet the needs of production, and also with knowing as soon as possible when there is going to be any difficulty in doing these things. It seeks both to reduce co-ordination to a routine and to assure that any necessary exceptions to the routine will be recognized in time for appropriate action to be taken.

Management has long had its specialist controls—for production, stock, sales, purchases, methods, quality, finance—but without being able to co-ordinate them quickly enough. Mr. John L. Burbidge, an exponent of "integrated control," says of present practice: "We start the year with a wonderful set of carefully related plans and budgets... Then our specialist controllers decide that it is necessary to alter the plant layout, or production methods, or selling prices, or credit terms, or batch quantities... and we wake up one morning to find that if we are to carry on with the production programme we are obliged to abandon the expense budget and probably most of the other special plans as well." Alternatively, the problem is concealed by sticking to plans to the point where potential improvements are prevented.

*continued on page 160*

OCTOBER, 1961



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Mr. Thompson,

our problem is

how to find people . . . instantly!

Under the G.P.O. **Subscriber Trunk Dialling System** ALL calls are charged on a TIME basis from the moment your operator answers. A caller will lose money (and you will lose goodwill) if he is kept waiting while the person he wishes to speak to is being found—or, he may ask to be "Called back" at *your* expense.

Install a Dictograph Staff Location System *NOW* and ensure that any member of your staff is found, the moment he is wanted, wherever he may be in the building.

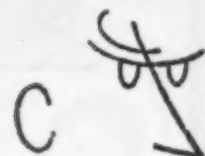
The cost is surprisingly little—a fraction, in fact, of the amount it enables you to save. Goodwill is enhanced too.

## Dictograph Staff Location

cuts telephone costs

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## Fresh Thinking on Management

*continued from page 159*

Management control uses "feedback." It is to management (equals administration) what automation is to production—and, as Mr. John Diebold has impressed on us, automation is in direct conflict with the concept of the division of labour on which modern industry was built. Management control no doubt seems forbidding because it tends to be discussed in the language of cybernetics, and because the mathematical and integrated-data-processing techniques it employs are properly the preserve of specialists. In addition, much misunderstanding is caused by the word "decentralization." When the Conservative backbencher uses it, he has in mind taking power away from top management and giving it to "the man on the spot." When the management theorist uses it, he means almost the opposite. His concern is to devise means of bringing "exceptions" automatically to the attention of higher levels of management. This means that more important matters will be left in the charge of the lower levels (decentralization), but only because the higher levels are confident they will be called on for any important decisions.

Management control is closely bound up with the theory of the growth of the firm. Before the war, when large companies were looked on askance, comfort was derived from reflecting on the fate of the dinosaurs. It was alleged that every company had an optimum size—a size at which any further economies of scale were less significant than diseconomies arising from management's inability to co-ordinate. Today the aggressive health of the dinosaurs is a marvel for all to see, and the one serious work that has appeared recently on *The Theory of the Growth of the Firm* (by Edith Tilton Penrose) finds no evidence whatever for diseconomies of size. The ability of management to co-ordinate has in practice set a limit only to the rate at which a company can expand. Size itself presents no problem that cannot be solved by decentralization, though it may be desirable to separate off part of a rapidly expanding company so that the part may in turn expand as rapidly as possible. The acceptance of expansion as normal constitutes the biggest change in management thinking since the war.

This article has been confined to management *per se*. There are of course many important developments in the "tool subjects" such as ergonomics, work study, and operational research. It has also been confined to those developments in management theory which bear on life. Or I could have reported the fight to the death now going on among American academics to determine whether organization structure or the decision process is the dependent variable.

END

**BUSINESS**

# Next Month's BUSINESS

## FORECASTING ECONOMIC TRENDS

Sir Roy Harrod, distinguished economist, examines the problem of anticipating the future movements of trade and industry. He shows how Government control adds a complicating factor that must not be overlooked.

## EXECUTIVES IN SOCIETY

It used to be said that the middle classes were the backbone of the British nation. In the United States executives are encouraged to join in public and social affairs from a public relations point of view. *Business* devotes a survey to investigating the state of affairs here and now.

## HIGH-POWERED SCHOOL FOR EUROPEAN BUSINESSMEN

Tony Burgess visits the European Institute of Business Administration in Paris to discover how businessmen from all over Europe—including this country—are being trained along Harvard lines to meet the challenges of the Common Market.

## BUILDING NEW PLANT

Many firms are having to establish new factories. What does this operation involve? Do the public authorities co-operate usefully? How are workers recruited and trained? How is the project financed? Clifford O. Rhodes describes the experience of a firm that has successfully answered these questions.

## WOMEN AT WORK

Firms employing large numbers of women workers have special difficulties. Gwilym Jones has investigated these and shows how leading firms are coping with them.

Books reviewed in this issue and any other works dealing with management can be obtained from the Business Book Centre, Mercury House, 109/119 Waterloo Road, London, S.E.1.

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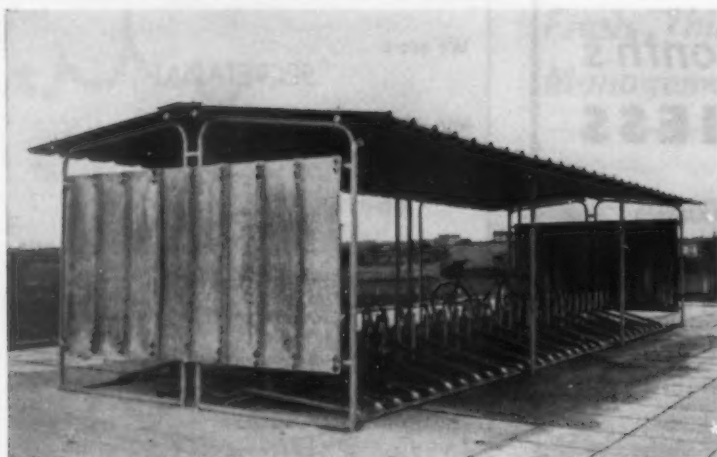


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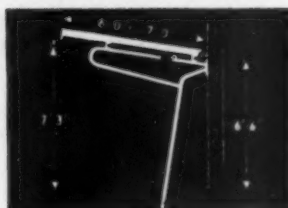
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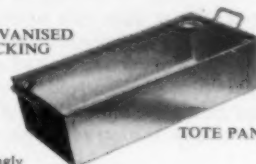
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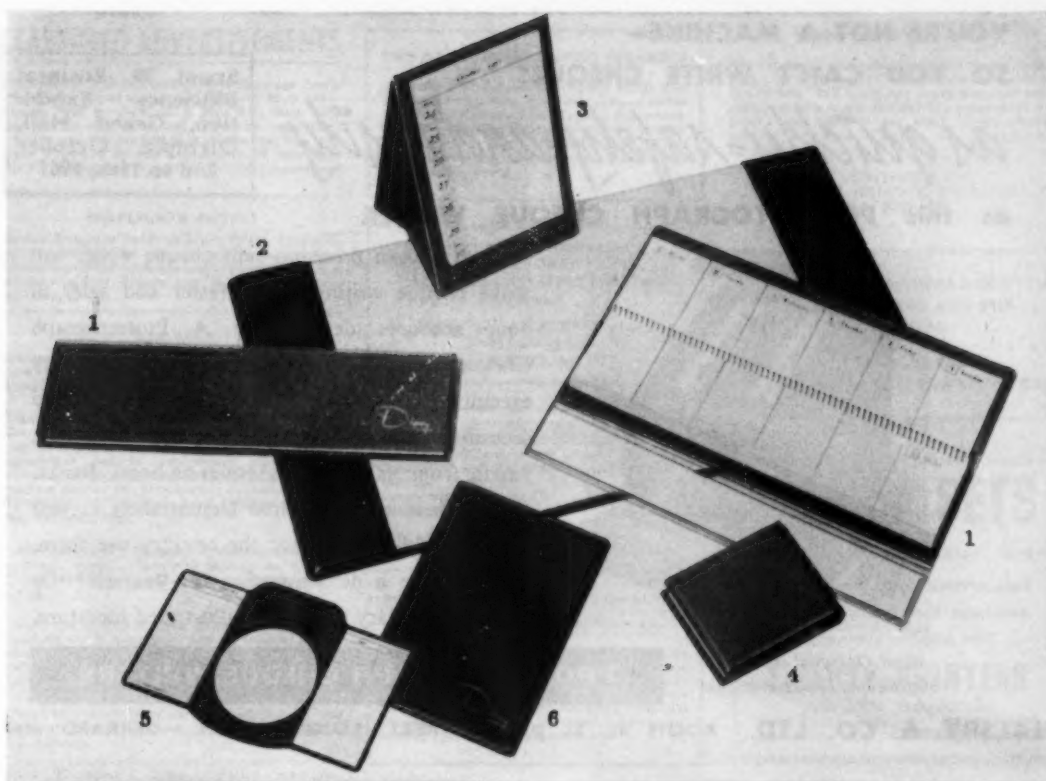
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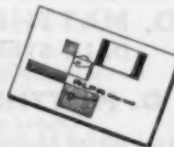
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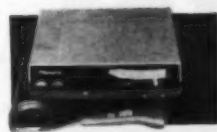
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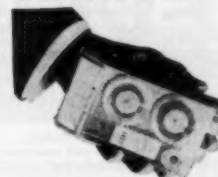
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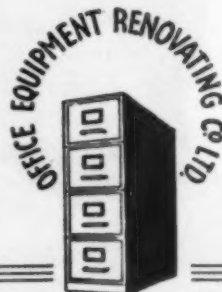
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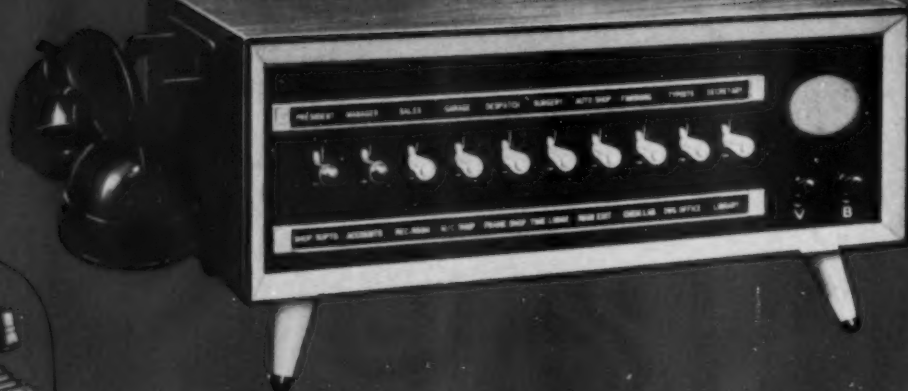
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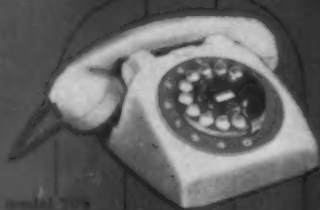
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